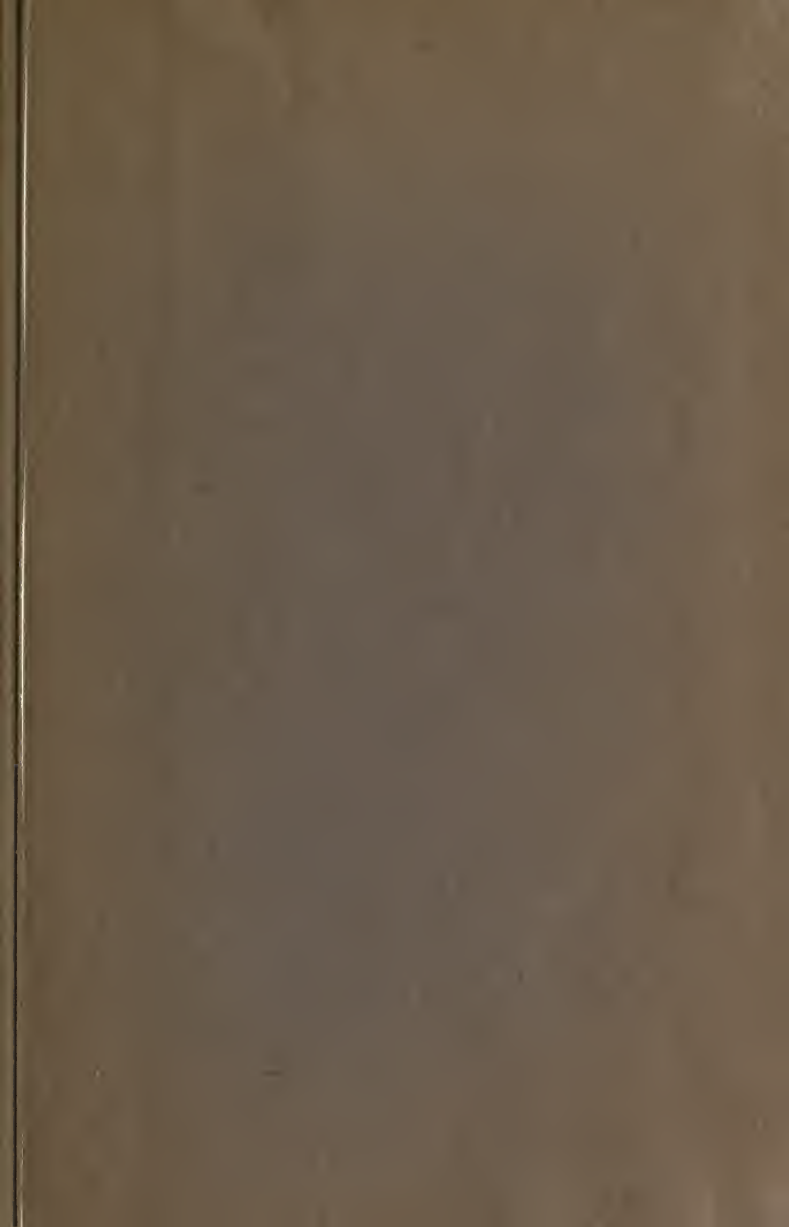
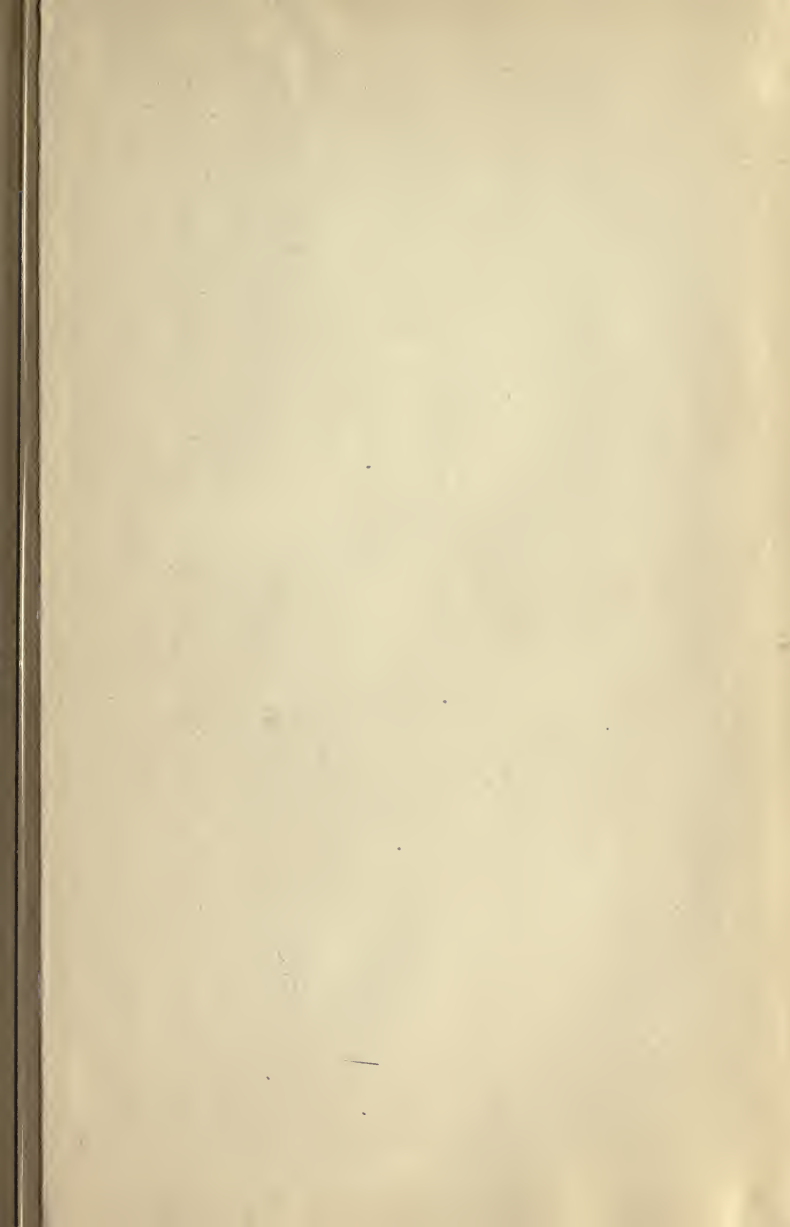
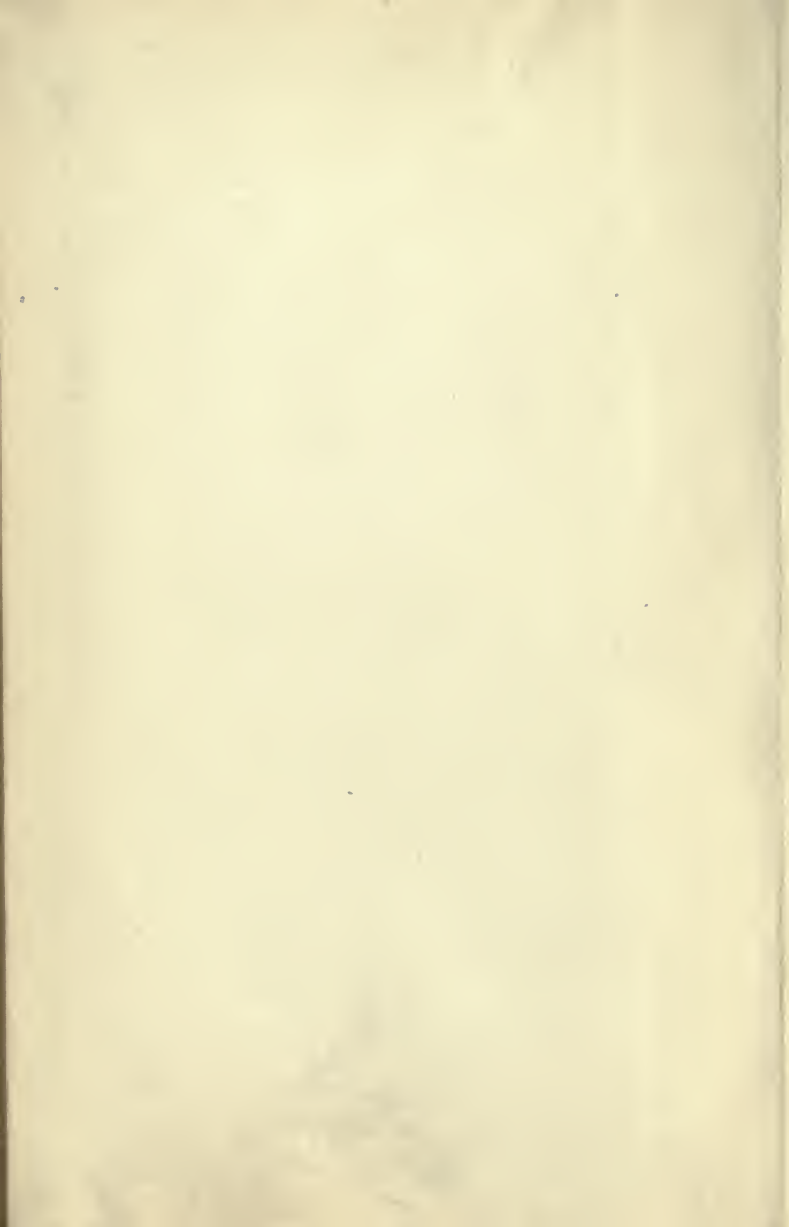


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.The Selling Process.

by

Norval A. Hawkins

Author of

"Certain Success"

Blue

A Handbook of Salesmanship Principles

SIXTH EDITION
THIRTY-FOURTH THOUSAND



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TO VINU
AIRBORNE

PREFACE

to the Sixth Edition

IN 1904 I sold my services as a Certified Public Accountant to Henry Ford and became Auditor of the Ford Motor Company. Three years later I sold myself into the big job of Commercial and General Sales Manager. Then for twelve years I directed the marketing of Ford products all over the world. Our sales were multiplied 132 times—from 6,181 to 815,912 cars a year.

In selling my personal services and ideas, and in selling goods, I have used a particular selling process. I have learned what sales principles and methods are most effective. That the practice of these principles and methods assures success in selling has been proved, not only in my own wide experience, but also by tests I have made with the thousands of salesmen it has been my privilege to direct as an executive. Many of the best salesmen we had in the Ford Motor Company were developed from flat failures into certain successes by training in the selling process we worked out.

More than fifty thousand salesmen and sales managers are using this selling process in their daily work. The present book describing and explaining it is now in the sixth edition; though it was first published only two years ago. Countless numbers of readers have written to me that by studying **THE SELLING PROCESS** they have increased their sales power from ten per cent to several hundred per cent. A great many

successful businesses have distributed the book throughout their sales organizations.

Whether or not one is a salesman by profession, he needs to use good salesmanship continually in order to make a success of life. From the common laborer to the executive all of us have to *sell* our services and capabilities. No one can sell anything effectively *unless he knows how*. The failure of the man who really deserves to succeed is usually due to his inability to sell to others the true idea of his worth.

Readers of THE SELLING PROCESS have urged me to write more extensively on the subject. Accordingly I have published a companion book, entitled CERTAIN SUCCESS. In this later work the selling process is amplified, and is applied to the sale of one's services and capabilities as well as to the sale of goods. I hope that the two books combined will aid in solving, not only all puzzles of salesmanship, but also the problem of finding and making the best use of opportunities to succeed in life.

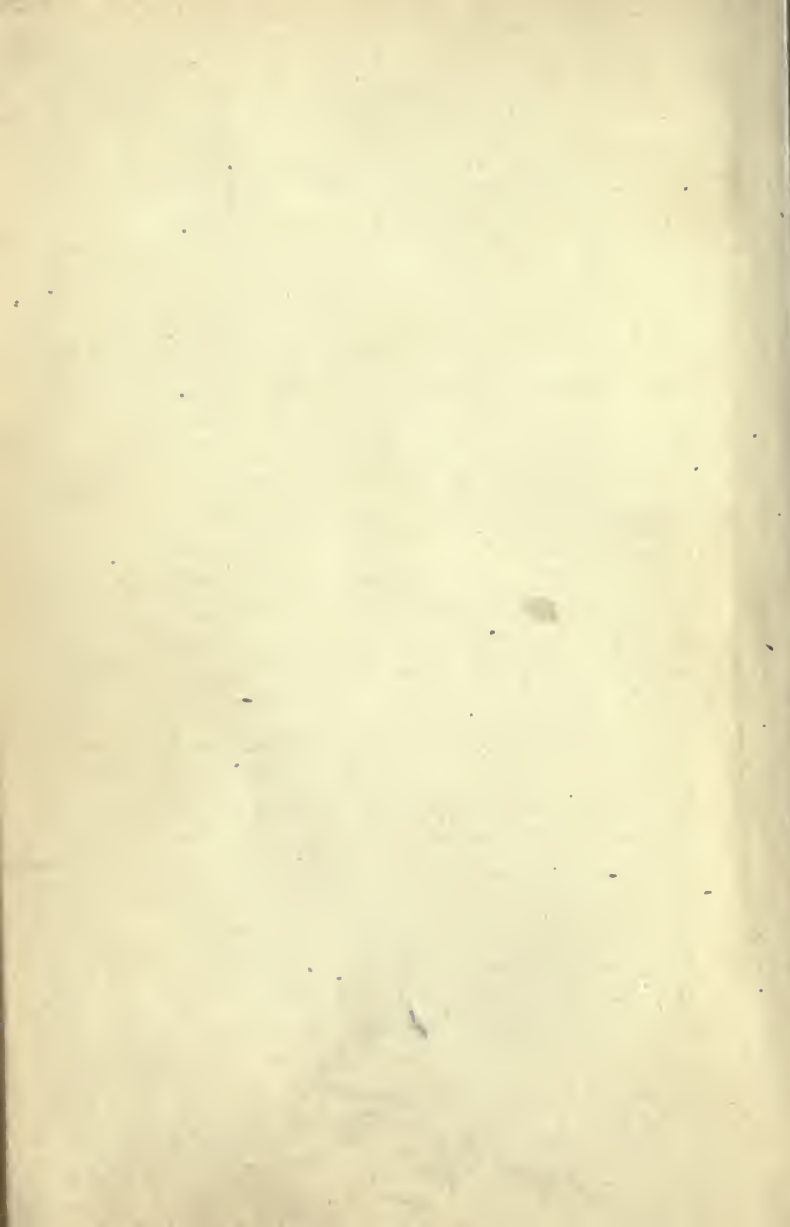
So many commendations of CERTAIN SUCCESS and THE SELLING PROCESS have come to me from all over the world that it has been impossible to express suitably my deep appreciation of each kindly message. I am very glad my books are "making good on the job." They were written to help my fellow salesmen help themselves. CERTAIN SUCCESS and THE SELLING PROCESS are doing just that.

Majestic Building,
Detroit, Michigan.

NORVAL A. HAWKINS.

Contents

CHAPTER	PAGE
I. THE SALES: First Factor of the Selling Process . .	11
II. THE MAN: Second Factor of the Selling Process . .	37
III. THE SHIP (OR ART): Third Factor of the Selling Process	64
IV. PREPARATION: First of the Preparatory Steps of the Sale	89
V. PROSPECTING: Second of the Preparatory Steps of the Sale	116
VI. APPROACH AND AUDIENCE: Third of the Preparatory Steps of the Sale	142
VII. SIZING UP THE BUYER: First of the Presentation Steps of the Sale	169
VIII. GAINING ATTENTION AND AWAKENING INTEREST: Second of the Presentation Steps of the Sale . .	194
IX. PERSUADING AND CREATING DESIRE: First of the Convincing Steps of the Sale	216
X. HANDLING OBJECTIONS: Second of the Convincing Steps of the Sale	241
XI. SECURING DECISION AND OBTAINING SIGNATURE: First of the Closing Steps of the Sale	266
XII. THE GET-AWAY AND LEAD TO FUTURE ORDERS: Second of the Closing Steps of the Sale	291



The Selling Process

CHAPTER I

THE "SALES"

First Factor of the Selling Process

THE first factor of Salesmanship is the "Sales" element, which constitutes the subject of this chapter. We are not concerned just now with the "Man" qualities essential in successful Salesmanship. Nor shall we consider at present the "Ship" (or Art) of selling. These elements of Salesmanship form the subjects of following chapters. We will study now only the "Sales" factor.

The First
Factor of
Salesmanship

You have heard the expression, "I don't know where I'm going, but I'm on my way." That is how the average man enters the profession of selling. He doesn't know at the start where he is going. Often you meet a salesman who has just been "on his way" all his life with only a vague notion about his destination. We don't want to blunder into salesmanship and to stumble along in the dark. We will open our eyes at the beginning and proceed *intelligently*. We should first be *sold* on the proposition that the "Sales" field offers us the best opportunities, before we start *selling*.

The Selling Process

anything. If you are already in the profession, but have been "going it blind," stop and look around to get your bearings instead of stumbling along any farther.

Be Sold on
Your Vocation

A young man was ambitious to become a lawyer. But he was short of money and had to earn enough to pay his way through college. So he started out as a book agent the summer after he finished High School. The volume he was given to sell was one of those "Compendiums of All Useful Knowledge," alleged to contain information on almost every subject imaginable, from a cure for warts to how a fellow in love should propose. This young man was assigned to a territory in Iowa's richest farm section, handed a receipt for the five dollars he was required to deposit for his sample book, and shooed out to his chosen field with several lungfuls of hot air from the manager of canvassers.

He had been told that the best way to sell the Compendium was to get prospects to ask questions regarding subjects about which they wanted knowledge. The young man tried faithfully to follow instructions. But he found that nobody was interested in the population of Uruguay, or the name of the shah of Persia, or the number of eyes a fly has, or in any of the "Useful Knowledge" the Compendium contained. The farmers wanted to know how to kill potato bugs, what the price of corn was likely to be that fall, and whether or not the young

The Selling Process

man would consider twenty dollars a month and board, to work on the farm until after harvest. The farmers' wives were curious about the rumor that hoop-skirts were coming back into style, and wondered if they'd have to wear bustles again to be fashionable. Not one of them asked for the Eskimo recipe for making butterscotch from whale's milk, which was on page 984 of the Compendium.

As the young salesman did not have to spend his evenings writing up orders, he had plenty of time to think. He knew there was a want for knowledge in this territory. The trouble with his selling campaign was that his goods did not fill the need for knowledge in that Sales field. At the end of the first week he decided to take the twenty dollars a month and board and send back his sample books. All that summer he worked in the fields and milked cows. Also every day he worked on a big idea that had come to him, and milked from his job knowledge of actual conditions on a farm.

Taking Time
To Think

He became so interested in new plans that he postponed studying law. In the fall he returned to his home and sold the big idea to a banker, who lent him a thousand dollars to test it out. Meanwhile the young man had sent to the United States Department of Agriculture at Washington for every pamphlet published by the Government that was likely to contain information useful to a farmer

The Selling Process

or to the family of a farmer. From this printed matter the young man prepared articles in popular form, and made up a little book full of really useful knowledge.

That winter he sold over four thousand copies for a dollar apiece. It was comparatively easy, because he knew just what farmers wanted to know about and he had "the goods." He kept on developing his big idea until he was publishing several agricultural papers. Very soon he came to the conclusion that he preferred hiring a lawyer to being one. He has been selling his big idea for twenty years. By the merest chance, you see, he sold it to himself in the first place. He is a man of whom it is often said that he owes his start toward a great success to "pure luck."

o Your
wn Choosing

The illustration should not suggest to us that it is wise to trust our choice of life careers to chance. It will be much better to do our own choosing than to depend on luck to start us right or to open a different door of opportunity to us if we already have made a wrong beginning. We want to know "where we're going" *before* we are "on our way."

Every one should have a pretty definite purpose when he chooses his life calling. But there are more people who start rather aimlessly than there are men who know just why they have decided on their chosen vocations in preference to other kinds of work. There is a tremendous amount of time

The Selling Process

practically wasted by fellows who make false starts and have to begin over again.

Think of the middle-aged men you know. How many of them are engaged in the same occupations today as they were when they were twenty-five? Of the three hundred and forty-one graduates of a certain class in the Law Department of a great university, only ninety-six, less than a third of the surviving members, were practicing their profession twenty-five years later.

Similar statistics could be quoted about other professions. Even doctors and ministers abandon the callings for which they have studied many years. Of those who continue in their vocations many, perhaps most, are dissatisfied with the results of their life work. For one reason or another they do not like their jobs. The trouble with these men is that they did not take the pains to *sell themselves* on their professions when they chose them. They blundered into callings they do not fit. They are the familiar square pegs in round holes.

Lawyers, doctors, ministers, teachers are perhaps as important to the world as salesmen. So are mechanics, engineers, farmers, store-keepers, any of the men who do work that is of value to society. But to none of them are such rich opportunities offered as are to be found in the world field of Sales; opportunities for fame, fortune, and the highest service to mankind. Yet there are

Round Pegs
In Square
Holes

The Selling Process

also veteran salesmen who are dissatisfied with their work, who do not like their jobs. They, too, are misfits in their callings. The reason is the same as in the cases of other square pegs in round holes. *Those salesmen did not take the pains to sell themselves knowledge of where they were going before they started on their way.*

three-sided
success

Let us assume that each of us is actuated now by a purpose in life, but that it is the *indefinite* purpose to attain what we call "Success." Each one of us wants to make a name for himself, to earn money enough to satisfy him, and withal to be of as much benefit to society as he is capable of becoming. The combination of these three objects in about equal proportions constitutes the ambition of the average man when he starts *purposefully* in any career he chooses. Sometimes a man neglects his original purpose to be of as much service to mankind as possible, but he seldom forgets his desire for fame and fortune. We are assuming, however, that our ambitions are all proportionately balanced—that we want to be famous and rich, but to give our share of service, too. The question each of us asks, is, "In what field can I best attain *my* triune purpose to achieve Success?" Every man needs to answer that question to himself *convincingly*, whether he is just beginning his career or is already engaged in his life vocation. If a man is uncertain about the wisdom of his choice of a calling, he can't help stuttering a good deal on the job.

The Selling Process

Most of the readers of this book presumably have chosen the field of Salesmanship. Some of you are only studying to fit yourselves for entry into this great profession. Others have recently started to practice the art of selling. Many of you have been salesmen for years. But all alike you need to be *convinced* that you have made the wisest choice, to feel certain that you made no mistake, if your life work is to be highly efficient. Otherwise you may be restless, and waste time and energy conjecturing whether or not the field of Salesmanship affords you the best opportunities to succeed. Let us make sure that we are more likely to accomplish our triune purpose as salesmen than we should be if we engaged in some other vocation.

First, we recognize that there are three parts in our ambition. We want to attain "Success" by achieving fame, by making money, and by doing our fellows as much service as we severally can. A man whose ambition is to gain only fame, may accomplish his purpose while impoverishing himself and injuring others. The Kaiser was famous, for instance. Another man may hoard money in secret and become a rich miser who will do nobody a good turn. He becomes wealthy, but is not famous nor of service to mankind. A third man consecrates his life to service as a missionary in a remote or obscure field, but attains neither fame nor a competence. We respect him almost reverently; perhaps the more because we know we our-

Sales Field
Holds Best
Chances to
Succeed

The Selling Process

selves aren't "built that way." But none of these three classes of people are *normal* in their ambitions. Nor are men normal who combine in themselves any two of the elements of the triune purpose that actuates the average human being at the outset of his career, but who lack the third ingredient. Fame and fortune do not constitute the "Success" it is our ambition to achieve. We shall not be satisfied if our lives are of no *service* to the world. We should not be contented either, if our service brought us fame but kept us *poor*. Nor would the feeling that we had served well, and knowledge that we had grown rich, compensate for the lack of *fame*. We want to make *names* for ourselves, to earn plenty of *money* for our needs, and to have the gratification of consciousness that our life work is of real *benefit* to our fellow men.

What does the field of Sales afford us in opportunities to achieve a *normally balanced* "Success," as compared with other vocational fields?

First, let us see if satisfactory *fame* is to be gained by the salesman. Think of the fame of Marshall Field, the best known of retail and wholesale salesmen. And call to mind Charles M. Schwab, famous for the sale of his specialty, steel products. Then remember J. Pierpont Morgan, Sr., and his fame as the greatest promoter salesman in the history of the world. Do our ambitions reach above the heights they attained? Leaving

Normally
Balanced
Success

Fame

The Selling Process

out of consideration perhaps, the Presidency of the United States, because that great office is not comparable in fame with any less exalted position in the world—have there been in this generation three men more famous than Marshall Field, Charles M. Schwab and J. Pierpont Morgan, Sr., the three greatest salesmen of their times in their respective branches of salesmanship? And have there been any other men who better *earned* all of their fame?

Now consider the element of *wealth* within the Wealth reach of the salesman's ambition. Would you not be satisfied to be as rich as Marshall Field and J. Pierpont Morgan? Would you be discontented with the bank account and other financial resources of Charles M. Schwab? Can you think of anybody who has made himself greater riches, *unaided by salesmanship*, than have been *earned* by Field, Morgan, or Schwab?

Finally, how does the *service* of those three great Service salesmen to the world compare with the service other men of their time have done for their fellows? Marshall Field set a standard of merchandising for every store on earth, great or small—the standard of "The Best Service to the Customer," which is the ideal of wholesale and retail selling. J. Pierpont Morgan enlarged the financial vision of American bankers, who before his day seldom could see beyond the ends of their own noses, and revealed to their sight world-wide possibilities for

The Selling Process

Nutz
the power of the dollar. He first taught us to think in billions, as we have needed to think ever since the world war began. And Charles M. Schwab, with his steel-fabricating organizations added to his personality, constituted our greatest industrial asset of offense and defense in the war to make the whole world safe for democracy. Incidentally, by his rise to a tremendous success after a slump in fame and fortune, he did us all the glorious service of proving how strongly a big man can "come back." His victory, every bit of it *earned*, is an inspiration to every American.

Master
Salesmen

Can you think of three men who individually have exerted a greater *constructive* influence in the present generation than Marshall Field, J. Pierpont Morgan and Charles M. Schwab, the master wholesale-and-retail salesman, the master promoter salesman, and the master salesman of specialties?

Ambitions
Within
Our Reach

It must be plain to every reader of this book that the field of Sales offers opportunities for the highest ambition of a man. You do not doubt, either, that ambitions *less than the very highest*, ambitions we severally should be satisfied to achieve, may be gratified in our own cases in the field of Sales. Nearly every American business man who has become famous and rich and who has been of service to society owes more to salesmanship than to any other factor of his success. Most successful business men have been active salesmen in their

The Selling Process

earlier careers. Many continue personal selling after they become executives. Think of the presidents of some of the corporations with which you are familiar. Think of the heads of firms you know. Inquire into their histories. In at least three cases out of four you will learn that at one time or another those men were salesmen, like ourselves.

It is not merely a "happenstance" that the most successful business men of today have developed from salesmen. As the manufacturers of a certain patented food product advertise, "There's a Reason." Experience in selling fits a man best for executive responsibilities, because *every salesman who succeeds learns how to manage other men effectively*. The clerk in the office does not acquire that ability. It is not absolutely necessary in the doing of his work. Bookkeepers are inclined to look at men as figures; to be added, subtracted, multiplied and divided—they cannot strike a balance when human nature enters into the account. It is notorious that shopmen seldom are able to see far beyond the four walls of the factories in which they are trained. When a man is needed for an executive position he is picked from the field of Sales. That is where he *qualifies* himself. Moreover, there is no other field in which he so conspicuously can *demonstrate* his qualifications.

Managing
Other Men

The salesman has another great advantage, compared with men in other business vocations. *He*

The Selling Process

raises his own pay in proportion as he increases his value to his employer. When an efficiency man in a factory works out a plan that will *save* the company ten thousand dollars a year, it is adopted with mixed feelings of delight and chagrin. The boss is glad to begin saving the ten thousand dollars, but it makes him sore to think how many years he has been losing that much. So, very likely the reward of the efficiency man is a bonus in cash or an increase of about twenty-five dollars a month in salary. It is not in proportion to the value of the service given.

salesman
fixes His
own Pay

But when a salesman turns in a larger volume of orders, the additional *profit* on which is ten thousand dollars, he automatically gets his proportion of the increase if he is working on a commission. If he is being paid a salary, the boss does not haggle over the raise the salesman is given. If he were to offer such a producer of profits twenty-five dollars more a month, he'd lose a crackerjack salesman to some competitor. So he "comes through" with a hundred dollars, anyway, and very likely more.

Maybe it is not fair to the efficiency man, but that is the fact. A man who *saves* his employer money in the office or the factory is not so well paid for his services as the salesman who *increases* his employer's volume of business with a corresponding *increase in profits*. A man loses his purse and you find it. He thanks you sincerely, and

The Selling Process

rather grudgingly gives you a small reward. You show that man how to *make* exactly the same amount of money that was in his purse, and he'll hunt you up to pay you a quarter or a third or half of his profits. *Human nature doesn't believe a penny saved is the same as a penny earned.* That is one of the reasons why the field of Sales is preferable to other vocational fields in business. The real worth of the salesman is sure to be appreciated and adequately rewarded. No other employe can raise his own pay. No other employe can meet his employer on the plane of equality at the beginning of a new year.

Surely we who are engaged in actual selling and those others of us who are only studying "The Selling Process" are all *convinced* that the field of Sales affords us the best opportunities to attain the triune "Success" which is our ambition. We should not waste either time or energy conjecturing whether or not we have made the wisest choice of a calling. If we are not succeeding, the fault is not with the field of Sales, but with us as salesmen.

Choice of
Sales Field
Is Wise

Presumably you are now *sold* on the *general* proposition that the vocation of selling gives a man the best possible chance to win fame, to make money and to be of service to society. Next you need to be sold, to feel convinced, on a *specific* proposition. It takes more than a *desire* to get rich and famous and to be of some benefit in the

The Selling Process

world, to make a successful salesman. Even *hard work* coupled up with *persistence* and *great natural ability* would be insufficient. A certain amount of *scientific knowledge* is absolutely necessary, knowledge of the *principles* of the selling process.

Scientific
Basis of
Salesmanship

Salesmanship is the *art* of selling. It is generally recognized now that Salesmanship *is* an art. But a common misconception has followed the general acceptance of this truth. A good many people believe the successful salesman is born, not made—that he succeeds because of a great natural aptitude. No other mistaken idea has so retarded the development of the art of selling. We are only beginning to realize nowadays that the foundation of successful salesmanship is not natural talent, but *knowledge of the principles of selling*. The recent development of Salesmanship is due to recognition of the *basic* importance of knowledge regarding the factors and processes of selling. Salesmanship *is* the *art* of the salesman, but in order to practice it successfully, he needs more than the artistic ability with which he was born. He must master the *scientific principles*, knowledge of which is far more important than crude natural talent.

It is true, of course, that men differ in aptitude for selling as they differ in their suitability to other kinds of work. Some start with great advantages which are endowments of nature. Some are as greatly handicapped. Life itself seems to

The Selling Process

contradict the statement of human equality in the Declaration of Independence. But Lincoln proved that the heaviest odds against a man can be overcome. His pre-eminent fitness for the place he filled is recognized now; yet when he started on his career he was weighted down by such handicaps that he seemed to have far less chance of becoming the President of the United States than any of the men who later sat in his Cabinets and in Congress as his official contemporaries.

You may not be the equal of another man when you start your career as a salesman. Perhaps he has advantages and you are handicapped. But the inequality at the beginning signifies little. You can make yourself as good a salesman as he. Very likely his natural talents will be a disadvantage to him, and your handicaps will be of advantage to you. Remember the story of Demosthenes, the great Athenian orator. In his youth he had an impediment in his speech, probably a lisp. But when training himself for public speaking he purposely added to his natural handicap. He put pebbles in his mouth to make clear enunciation even more difficult. Not satisfied with this, he went down to the sea shore to practice speaking so that he would have to make his voice overcome the noise of the waves. *He made himself do the hardest kind of work in his preliminary training, because he was determined to be sure of himself before his future audiences.* He completely over-

Overcoming
Natural
Handicaps

The Selling Process

came his natural handicap. And when he spoke with no pebbles in his mouth, to silent listeners, distinct enunciation was accomplished with ease.

The Genius
And the
Average Man

The salesman who is endowed by nature with exceptional talent is apt to be like the fellow whose father wills him a million dollars. He won't work hard. And the first thing he knows, some salesman he has looked down upon tops him. Perhaps it is Nature's law of compensation that a man endowed with exceptional talent lacks the urge to use all of it, while the man who has just average ability is compelled to utilize his whole 100 per cent. Our qualifications, like our muscles, are strengthened by exercise. So, pretty soon, the man who puts all his power into his work finds his ability has grown. The salesman who started with only average aptitude develops such efficiency in using every bit he has that he sells more goods than the genius.

One of the greatest prize fighters, "Lanky Bob" Fitzsimmons, won the heavyweight championship of the world, though he never was a heavyweight. He lacked the pounds but had the punch.

Learn to
Make Hard
Sales

It isn't safe to rely on natural ability to sell. You will run across too many prospects who have a natural ability to get away from that kind of salesmanship. The only sure way to success is by following Demosthenes' training method. *Learn how to make the difficult Sales*, then the conditions you meet in actual practice of your art will

The Selling Process

not strain your ability; you will make your average sales with the ease of absolute confidence that you are more than equal to your job. Work hard *learning* the principles of Salesmanship so that you will not make *selling itself* hard work.

What would you think of the intelligence of a singer with a good natural voice, who would attempt to take grand opera parts without thorough training? And how would you regard a man with crude talent in music if he were to try to execute on the piano the masterpieces that seem so easy to Gabrilowitsch? You would diagnose such cases as swell-head or bone-head. You know that the greatest artistic talent will not make a man an artist who does not *study to acquire knowledge* of his art and who does not *practice* what he learns, in order to *perfect* himself in the *expression* of his art.

Yet, as a salesman artist, have you studied, are you constantly practicing the principles, the scientific knowledge, that must underlie whatever talent you manifest in selling?

It is rather unfair to blame the salesman who started to sell before he began to learn how. If courses in salesmanship had been open to us in the public schools and in college, most of us would have taken them eagerly. There seemed to be no place to study Sales except in the field. That defect in our educational system will be remedied before long. The next generation will be taught

The Selling Process

Salesmanship by competent instructors from standard text books and practice exercises, just as we were taught grammar and related arts. But that won't help us. We have to go to lectures, to study questionnaires and books in order to learn Salesmanship from one another. You must study nights at home, whenever you have a chance, in the daytime, at every opportunity, to get for yourself by hard work the necessary knowledge which will make your actual selling easier to do.

That is the purpose of the knowledge you are to get—to make your work of selling *easy*. But understand what is meant by easy. Do not start studying with the idea that after you acquire knowledge you will not need to work at all.

Think of a stone boat in comparison with a motor truck. Load a ton weight on each. The power needed to pull the heavy sledge over the ground is mostly expended in overcoming friction. It is just wasted power. The wheels of the motor truck revolve on bearings that reduce the friction to the minimum. Nearly all the power exerted is effective in moving the load. The motor truck does the work with ease; that is, with the *minimum effort necessary*. The stone boat represents the crude methods in which only a limited amount of knowledge is utilized. The motor truck signifies the application to the work to be done of a high degree of knowledge. *The load moved is exactly*

Stone Boat
And Truck

The Selling Process

the same, but moving it the knowledge way is much easier than moving it the crude way.

It is a *simple* thing to build a stone boat. It is *difficult* to make a motor truck. One does not have to study hard to learn how to construct the crude sledge, but a great deal of knowledge must be laboriously acquired before he is able to make a motor truck. The fellow who starts to build a stone boat gets it finished quickly, and begins moving loads long before the man who is making a motor truck completes his preliminary hard task. Very likely as he piles up the loads day by day the fellow with the stone boat will give the man making the motor truck the horse laugh. Maybe the man laboring over his preparations to possess a motor truck will grow impatient when he sees the results of the other fellow's work. But if he sticks to his determination and completes his motor truck, it will be his turn to laugh. *By working hard to start with he makes his work easy ever afterward.*

Hard Work
Now
Makes Later
Work Easy

Very few people really like to study. The average boy yells with delight when school lets out. We do not dig into our lessons because we enjoy them, but because we do not want to be handicapped for our work in life. Doubtless there will be opportunities to spend your evenings more pleasantly than in gaining from this book knowledge of Sales, of the Salesman, and of the Ship or Art of Selling. But if you play hookey from your

Dislike for
Study

The Selling Process

study of The Selling Process, you also will play Ned with your chances to succeed in Salesmanship.

Systematized
Knowledge
Of Selling

Science, you will recall from your school days, is "systematized knowledge." The knowledge that relates to salesmanship, however, has not yet been systematized thoroughly. No authoritative text books on Salesmanship have been published which are generally accepted as the standard, like the old Olney's arithmetic and McGuffey's reader some of us studied. We have to get our knowledge from such sources as we can; from psychology, from economics, from this place and from that. Then we must reduce it to scientific form ourselves. We were born ten or fifteen years too soon to have this systematizing done for us, but surely we don't intend to sit down and wait for the procession of scientifically trained salesmen to pass us. We should lead it, despite our handicaps.

Knowledge
Helps More
Than Genius

Certainly you must now be convinced that knowledge of the principles of selling is absolutely necessary to the attainment of permanent success in your vocation. You should realize, too, that *knowledge* will carry you farther toward the goal of your ambition than will any amount of *natural genius*, untrained or unscientifically trained. Then since there is no better field than that of Sales, you should feel sure at the outset that your study now, hard though it must be, will insure to you, beyond any question, success in the best field of human endeavor.

The Selling Process

You must sell yourself on that proposition first of all. And you must *stay* sold on it. The man who is uncertain whether he has chosen his field wisely will be restless. The man who does not believe absolutely that it will pay him to work *hard* now preliminary to making his future work *easy*, who does not *stick* to his present task of equipping himself with knowledge in full assurance that it is the wisest thing he can do for his own betterment, will be hauling a stone boat all his life while the rest of us are riding easy on our motor trucks. We must not forget, however, that a motor truck is made up of a great many more elements than are needed to construct a stone boat. And they all are important to its efficient operation. It is not safe to leave any of them out.

The First
Idea to Sell
Yourself

So a smattering of knowledge about selling is not enough. We salesmen must have thorough, comprehensive knowledge of many details before we can systematize what we know into a complete practical science, like an assembled motor truck. We need to know the parts of the truck; also to know it as a completed unit. And we should be determined to rely hereafter on *knowledge of selling principles* instead of on our winning personalities when we tackle prospects.

Smattering
Of Knowledge
Not Enough

It is simply impossible to make a good batting average at Securing Attention, for instance, if you don't know the right way to make a prospect attentive. Interest is very different from Atten-

The Selling Process

tion. The process of Interest involves *awakening* the prospect to action *within* himself. The process of Attention takes place *outside* the prospect. The *salesman* goes *into* the prospect's consciousness and *compels* Attention to come out. But the prospect does not have to bring Interest out with his Attention unless he is willing, *inside himself*, to do so.

Knowledge
Prevents
Inefficiency

We are selling ourselves just now the general proposition that *knowledge*, not guesses, must be relied on if the field of Sales is to be covered effectively. We shall prove to ourselves that there is a tremendous loss of efficiency in Salesmanship, due to uncertainty as to what the basic principles are. We shall perceive that we are all apt to treat symptoms at times without diagnosing them for the underlying disease.

Our present study should start each reader on a course of self-analysis. You should employ your new knowledge to correct your mistakes, to confirm your convictions, or to start you thinking for the purpose of settling questions to your own satisfaction.

Four Classes
Of Salesmen

Earlier in this chapter reference was made to the four general classes of salesmen: the retail, the wholesale, the promoter, and the specialty salesmen. It is evident that all salesmen do not have the same kind of work to do, and that the opportunities in the four classes are different. So it is not sufficient that we choose the Sales field in *general*. Each must select *which* sort of selling is

The Selling Process

best for him. We need to understand the advantages and disadvantages of the various classes.

The examples of Marshall Field, J. Pierpont Morgan, Sr., and Charles M. Schwab, convince us that the supreme heights of success one may attain as a retail salesman, a wholesale salesman, a promoter salesman, and a specialty salesman are equal. But there are lesser peaks than Mount Everest which are entitled to be called great mountains, and countless big hills rise above their surroundings. So there are different heights of success, each of which is a "top." Not all of us can be the greatest of salesmen in any of the four classes. We are interested individually in the lesser peaks of success. We want to know in what field of Sales the most big opportunities are to be found.

Mountains
And Hills

After studying the situations carefully we perceive that the way to the top from a start as a *retail salesman* or as a *wholesale salesman* is along a path that soon takes the ambitious climber *out of the field of active, personal selling*. The salesman is promoted to *management*, then to partial or complete *ownership* of the business. Salesmanship gives him his *start*, but when he attains the top he no longer is a *salesman*, in the sense we mean commonly when we use the word. For instance, we did not think of Marshall Field as a salesman.

Different
Sales Roads
To the Top

The *promoter* salesman and the *specialty* salesman, however, continue actively *as salesmen* all

The Selling Process

through their progress to the very top. A promoter salesman may be called a banker, as J. Pierpont Morgan, Sr., was termed. But we know that he, personally, was a great salesman of investment securities all his life. The specialty salesman may be known as the head of a great corporation, like Charles M. Schwab. Yet we think of him as the super-salesman who himself closes orders for fleets of ships, amounting to hundreds of millions of dollars.

Limits of Sales Success

It is important that we differentiate between the *process* of attaining success as a retail or wholesale salesman, on the one hand; and the process by which our ambitions may be achieved in the fields of promotion and specialty salesmanship, on the other hand. If we begin as retail or as wholesale salesmen we must recognize that there is a pretty definite and rather low limit to the success we can reach *as salesmen*. Beyond that limit we cannot rise on the *salesmanship* road. The retail salesman who is paid two thousand dollars a year is very close to the top. The wholesale salesman in any ordinary line seldom receives more than five thousand dollars for twelve months' work. *When either of these salesmen is promoted beyond a certain limit, he is taken out of the field of active, personal selling.*

But there are no such limitations restricting the opportunities of the promoter salesman and the specialty salesman. The limit of their earnings

The Selling Process

as salesmen is "the sky." You never heard of a clerk in a store or the traveling representative of a wholesale grocery house who would refuse promotion to a larger, fixed salary for a job in the office. But when a city is booming, no expert real estate salesman would consider for a minute any restriction of his earning power within salary limits. He demands a chance to sell on a commission, and knows he can earn that way five times as much money as any employer will guarantee him in advance. A certain real estate salesman of Detroit averaged a thousand dollars a week in 1916.

Clearly a man's choice of the particular class of selling he will do should depend on his *fitness for one class* more than for another and upon what is his *ultimate ambition*. If your goal is the ownership of a store or of a jobbing business, choose the field of retail Sales or of wholesale Sales to start with. Select the special line for which you feel best adapted; begin at the bottom and use Salesmanship as a ladder to help you to the heights above the opportunities in the Sales field. There is no surer way up.

What is Your
Ultimate
Ambition

If you want to be a salesman all your life; to widen your field, not to leave it, when you feel equal to greater opportunities, choose the field of the promoter salesman or of the specialty salesman. Realize, however, that as the Sales opportunities of promoter and specialty salesmanship

The Selling Process

are infinitely greater than the chances for fame, fortune and service as a retail or as a wholesale salesman; so is greater ability, more knowledge, superior training necessary to the achieving of supreme success as a promoter or specialty salesman.

The law of compensation takes as well as gives. *If you want Salesmanship to pay you more, you must pay your Salesmanship more of your time and energy and devotion.* There is no short cut to "Success" in the Sales field. It is a job of climbing, and climbing always has been hard work. The higher the climb, the more the work that will be required.

The Zest
Of Selling

Yet who of us who have chosen to live among the mountains of Salesmanship would be content to dwell on the dead level of men in other vocations? It is harder to sell goods than to keep books, to sit at a desk, to teach, to preach, to practice medicine or law. But we glory in the difficulties we meet. *They are opportunities for victories, coming to us constantly, but rarely to men in humdrum callings.* More than any of our fellows we have zest in our work.

We know that we have chosen wisely the best field in which to win really big, well-balanced success. We realize the necessity for knowledge of Sales. We are going to get that knowledge. And when we have it, each of us will feel certain of his power to reach the top. Nothing can stop the Man who thoroughly understands Sales and the Art of Selling.

CHAPTER II

"THE MAN"

Second Factor of the Selling Process

WHO is this Man of Salesmanship we are to consider? Ordinary
Man
Materials

Is he you, or I, or the other fellow?

He is none of us.

He is the man each of us is *capable of becoming, but has not yet made of himself.*

Making the biggest kind of a Man out of ordinary man materials is just a job of work, *the work of a lifetime.*

There are three principal elements in every job of work—the materials, the tools, and the worker. Let us study these three principal elements of our job of making ourselves as big sales-Men as we are capable of becoming. We'll go through the Man-factory in which our respective lives are being Man-ufactured. We have lived close to it since we were born, but probably only a few of us have taken time before to make a personal inspection. It is strange how little we are acquainted with things we might easily be most familiar with. People travel from all over the world to see Niagara Falls, but a large proportion of the

The Selling Process

inhabitants of Buffalo have never viewed the great cataract.

The Raw
Man

The *raw* materials from which sales-Men are made, we learn when we investigate the Manufacturing process from the beginning, are not what we had thought. The raw material of a sales-Man is just a baby! In the raw state about all there is to indicate that a salesman can be made from the material, is the kick and the "holler!" The other characteristics come into evidence later as results of the Man-ufacturing process.

Probably you have heard it said that "A sales-man is born." This is quite true. But he is born raw, the rawest kind of raw material. His birth is important, of course; yet not in the way some people think. It is essential that the baby be a *human* baby, with *average* physical qualities—but that's all. Naturally a baby giraffe, or a baby lion, or a baby hippopotamus could not be made into a salesman. But any normal human baby is good raw material for salesmanship.

There are great differences, you may say, in this raw material. That is a mistake commonly made. There is *very little difference* between one lot and another. About as good a salesman *can* be made from this baby as from that. Take a comparison from the mineral kingdom to illustrate the meaning of this statement.

Gold is found in quartz, in sand or mud, in association sometimes with other metals which

The Selling Process

have no resemblance to gold. There are various processes of extracting gold. Placer miners wash out the golden grains and nuggets from the sand or mud with which they are mixed. Auriferous rocks containing gold quartz must be crushed; then the precious metal may be separated by one or another of several chemical methods. The pyrites, which do not look at all valuable, are broken up; and amalgamation, or the cyanide process, extracts the gold.

The important thing for us to understand is that the *raw material* of the big gold eagle is *identical* in all the forms *originally*. It makes no difference whether the raw material of the twenty-dollar gold piece was found in mud, in clean sand, in quartz veins, in conglomerates or pyrites. *When extracted it is equally pure gold*. The gold that was muddy in the first place cannot be told apart from the gold that was a pure yellow nugget when discovered. And the gold-piece made from the raw material that had to be separated from quartz is precisely as good an eagle as the twenty-dollar cartwheel minted from the raw material obtained from conglomerates or pyrites; not a bit better.

Unspoiled
Gold

Pure gold is not spoiled by its associates. It can be refined to the same 24 carats of perfection whatever its origin. All that is necessary is to rid the gold of its associates that are not gold.

So as good a salesman can be made from one baby as from another. *It is essential only that the*

The Selling Process

raw material contain the normal man substance. That is, there must be the makings of a normal man to begin with. It would not be possible to make a perfect Man if part of the brain were missing, or if the brain were not normal, for instance. But in the average case, certainly in the case of every reader of this book, there is no lack of the raw material of salesmanship.

Adaptability
Of Man
Material

Our comparison of this raw material with gold is explanatory to a further degree. Not all gold is made into coins. It serves highly useful purposes in many ways that are familiar to us. It is shaped into ornaments. One of its most valuable features is its adaptability. Gold is the most malleable and ductile of all the metals. An infinite variety of gold articles can be made from the same raw material.

The raw material of the sales-Man is similarly adaptable. The clerk in a country store may grade up to 24 carats fineness in *salesmanship* just as well as the promoter who secures orders for millions of dollars' worth of gilt-edge bonds. The size of the sale made does not determine the excellence of the salesman, any more than the size of an article containing some gold determines the value of that article. The quality and the quantity of the gold are the determinants of basic value. So the quality and the quantity of salesmanship are the standards we measure when judging any sale, not the amount of the order secured. *It may take*

The Selling Process

more pure salesmanship to sell a farmer's wife calico for an apron than to sell a multi-millionaire a railroad.

Now let's get back to that baby of ours, the raw material from which you and I and the other fellow are made. We left him, you remember, in the receiving department of the Man-u-factory, just born. He is a normal baby; he is any one of us before we had any trimmings. Suppose we take a look at him in retrospect. Let us glance over a bit of our respective pasts. If I make any misstatement of your early career, you will be able to correct me, for you were there at the time the things happened which I am about to state.

Beginnings
Of a Salesman

One of the first independent performances of your young life was the "holler" you put up at being sent into this territory where we all are. And you kicked vigorously, as has been mentioned before. But when your protests against your new field were unavailing you began to look it over. Ideas started to form in your brain. You received impression after impression. You began to have intelligence. You were hungry, you were uncomfortable, you became sensible of processes of life with which you had been entirely unfamiliar. You were fed and clothed and soothed. The original raw material of the Man-u-factory was being formed into the crude shape of a *sensate* human being, from which the more finished product of Man-hood was to be evolved in due time.

The Selling Process

This raw material, however, was not itself changed. Its form only was altered differently in your case than in mine. Nothing was taken from the raw material each of us started with, either in quantity or in quality. You have as much Man material in you now as you ever had. So have I. But not all of us have added the same things to this original basis, nor like quantities of what has been added. One man takes the best of care of his health, for example; another loads down his constitution with bad habits until it breaks. Yet the two men probably had equally healthy parents and started even in health as babies.

Character
Wholly
Acquired

So it is with what we call character. *A baby has no character. That is wholly acquired.* The Man-ufacturing processes add the elements of character gradually. Different influences affect the nature of the character formed. Character may be strangely distorted from normality, yet seem entirely normal to the individual who is so deformed in character. We hear it said that the German "junker" was different in *nature* from the men of the democratic countries. He was not at all different by *nature*. But his raw materials of *character* had been malformed by the processes of his development. After his life course is changed, as it will be by the compulsion of conquering Democracy, the German will be no more Hun than you or I. *A German baby never was a bit different from an American baby.* If both had been born

The Selling Process

in the same hospital and accidentally mixed by a nurse; then if the American baby had been brought up in a typical German family in Germany, and the German baby had grown to manhood in an American family, the American baby would have become a "Hun" and the German baby would have grown up to pilot a Liberty motorplane over his enemy's head and drop bombs on the steel helmet he would have been wearing himself except for good luck.

All this might not seem important in our study of Salesmanship if it did not lead us to comprehension of a fundamental truth. Gold can be mixed with the basest alloys to constitute a counterfeit. *But that does not lessen the original quantity of gold or deteriorate its quality a bit.* The retort or the chemical process will remove the base alloys and only the pure gold will remain. The gold actually in the counterfeit can be recovered and minted again into honest, genuine money.

Taking Out
The Dross

In the same way the dross can be taken from character. No matter what a botch a man has made of himself, he can be made over into true Manhood. A striking illustration of this great truth is given in the Bible. God wanted a master-sales-Man for the new gospel of Jesus, to cover the immense field of the Gentiles. He picked the Man He wanted; for his Man qualities, regardless of his bad habits and faults. Saul was selected, one of the devil's most active agents on earth just

The Selling Process

then, the fellow who was out in the field literally raising the Old Harry with Christians. With the help of the Almighty, Saul, the chief of sinners, made himself over into Paul, among the first of the saints. *Nothing is impossible when you are dealing with the raw material of Manhood.*

Recovering
All the Gold

At the San Francisco Mint the dregs, the off-scourings from the dirtiest hands, are not permitted to run away into the sewer. The filth is all treated by a process that extracts the tiniest particles of gold. From these specks many thousands of dollars in pure gold have been minted. All that is necessary is to separate the gold from the impurities. *It is precisely the same way with a human being.* The original, pure, Man qualities can be recovered for fresh coinage into fine Manhood no matter with what imperfections or baseness they may have been temporarily associated. As the immortal Robert Burns, himself far from perfection, put the truth, "a man's a man for a' that."

From your childhood to this moment your Man *capability* has not been lessened an iota by whatever unmanliness you have mixed with it. You have only decreased the *activity* of your Manhood. You have the same raw material with which the man you envy now was endowed at birth. Your Man-ufacturing processes may have turned out a defective job of work. You may fall far short of being the Man you should be, and realize it. *If*

The Selling Process

that is the case, don't attempt to palm off the defective article on yourself as usable in its present condition.

MAKE YOUR MANHOOD RIGHT. Perhaps you'll need to do a lot of handwork on the job. Maybe it will be necessary for you to go through refining fires and start all over again. Whatever is required to make your **MANHOOD RIGHT**, do that, *nothing less*.

There was a time when other qualifications were deemed necessary to make a sales-Man. His size was judged largely by his capacity for booze and by the number of funny stories he could tell. He was expected to be "hail-fellow-well-met" with every sponging buyer who had an appetite and a thirst. But those old-time qualifications are now known to be *disqualifications*. So be careful that in your Man-factory you are not turning out today the kind of sales-Man who went out of style when business men began wearing their consciences week days, and quit thinking of ethics as bunk. The salesman of yesterday isn't big enough to handle the job of the sales-Man of the present era.

Old Style
Salesmen

Thus far we have considered only the raw material of the sales-Man. It is important that we get rid of any false ideas that one salesman is *naturally* qualified for selling and that another is *naturally* disqualified. The illustration of the transposed German baby and the American baby was given to emphasize the effect of post-natal influences. Of course there are influences of birth. One child

The Selling Process

starts with a better grade of mental or physical or spiritual equipment than is the endowment of another. No doubt some men are handicapped by hereditary tendencies. *But the inspiring thing about living is that the heaviest handicaps can be overcome.*

Difficult Gold Mining

Gold is not recovered with equal ease and facility and speed from placer sands, from conglomerates, and from quartz. The placer miner of California's bonanza days could shovel a little gravel into his pan of water, rock and twist it a bit, slough off the refuse, and have his gold product in a few minutes. But the greatest gold mines have required more complex processes and machinery to extract the precious metal from the rubbish, and a good deal of time and work must be expended before the product can be recovered.

The bad hereditary tendencies in which our Man-qualities are ingrained are like the quartz rock that imprisons the veins and flakes of pure gold. If we keep them, the gold in us is of impaired value. *But if our bad tendencies are thoroughly crushed by the tools and the workman on the job of Manufacturing your life and mine, respectively, every bit of our innate gold, our Man-hood can be recovered.* Primitive miners, using their crude methods, were incapable of getting gold from hard quartz. Similarly primitive methods of recovering Man-hood from hardened viciousness and fixed base habits were ineffective. *But the modern*

The Selling Process

science of psychology, practically applied to human economics, to religion, to business, crushes hereditary tendencies and frees our Man qualities for amalgamation with the mercury of opportunity.

I may have far more to overcome than you. You may be equipped with health and a strong body; in physique you may have the better of me. You may possess a greater degree of spirituality than I have. I may be your inferior in brain quality and quantity. *But it is possible for me to make myself a better grade sales-Man than you are at present.* You can improve yourself, too, of course. Perhaps you will. If *you* don't make the most of *your* possibilities, however, and if *I* do make the most of *mine*, I'll beat you selling, forty-seven ways. It's a job of *work*, principally.

A Job of
Work

Human nature develops some peculiar traits. The California placer miner very seldom was contented to change to quartz mining. He washed out all the free gold in one claim; then wandered on to prospect for another placer deposit. He scorned the patient, slower process of the quartz digger. So it was with the fellows who went to the Klondike and to Nome. But most of the gold in the world has been recovered from rock combinations, not from sand or loose gravel. Remember that.

The "gifted" salesman is a good deal like the lucky placer miner who struck it rich. The story of a miner who stumbled onto a rich claim in the Klondike and became a millionaire in a day stirs

The Selling Process

envy because we feel he did not *earn* his wealth. We feel much the same way about the salesman who is blessed with a magnificent physique, with the inheritance of a fine brain, with hereditary nobility of spirit. But those great advantages do not often result in a super-Man. The greatest figures in history *fought* their way to pre-eminence. They did not fall into their places at the top. They climbed over obstacles.

Gifted and
Average
Salesmen

The *gifted* salesman doesn't have to work hard in order to sell; so usually he does not increase his strength. The *average* fellow knows his job is big, and will require *more* than average ability. So he perfects himself and to play safe makes himself *stronger than necessary*. Strength builds on itself more strength. The man who is able to lift three hundred pounds today had first to become capable of raising lesser weights. The salesman who is not gifted is compelled to make the most of the average qualities he has. *Usually he utilizes more of his capability than does the man who was better stocked in the first place.* In consequence he tops the fellow who relies on his *gifts* to close sales.

Surely you realize now that none of us were deficient at birth in the *essential Man qualities* from which the sales-Man can be Man-ufactured. So let us suspend consideration of the raw material and give our attention to the *tools and the processes* of sales-Man making.

First we must understand that perfect Manhood

The Selling Process

is a composite of three elements. A man is incomplete if he lacks high *mentality* and noble *spirit*; though he have the *body* of Apollo or Hercules. Nor is he a perfect Man if he possesses fine mentality with a mean spirit and a weak body. Spirit alone cannot make a whole Man. Even lunatics have spirituality. No two qualities are sufficient, either. The big Man is three-sided, a tri-cylinder motor. If one-third of him or two-thirds of him is missing fire or dead, he has just that much less man-power.

No motor manufacturer would turn out a product with only part of the cylinders efficient. He uses such tools and such processes and such tests as result in a motor *perfectly balanced in power*. No one cylinder is expected to do more work than another. None is a drag on its fellows. So it should be with the three-sided sales-Man. *His mind, his body, his soul, each functioning with a full hundred per cent of efficiency, should be perfectly co-operative in his salesmanship.*

Three
Sided
Motor

Now what are the tools and processes of Man-making? Let us study first the tools and processes of Man-ufacturing the *physical* side of the efficient sales-Man. But in making this separate investigation, we must not forget that the perfected *mind* and the finest *spirit* are affected by the development of the *body*. The three elements of a Man are not independent, but *inter-dependent*.

Some of the tools and processes by which physi-

The Selling Process

cal health and strength may be secured are more or less familiar. Fresh air, baths, exercise, temperate habits of eating and drinking, proper rest, all these, however, are not sufficient to fit a man bodily for salesmanship. They are necessary tools and processes, but they do not in themselves assure virility, any more than abundant muscle alone makes courage. Right *thinking*, nobility of *spirit* have *physical* effects. Therefore psychology and morality, as well as hygiene, dietetics, physiology and gymnastics are tools of physical Man-making. The mind and the soul of a man have influence on the development of his body, and *vice versa*.

Relation
Of Mind
And Body

For many hundreds of years people have known that the mental state and the spirit of a man affect his physical condition. Fear, for instance, may take from a strong man all his strength in an instant. Worry often causes nausea. But, though humanity in general realized there was a connection between thoughts and bodily phenomena, *only recently have the laws that govern these relations been determined with scientific accuracy*. Now it is recognized that *every activity of mind is accompanied and correlated with some bodily action*. Each time you think, the tissues or cells in some part of your brain are altered. Every expression of an idea involves action by muscles directly connected through nerve telegraph with the particular brain center that transmitted the idea from your mind.

The Selling Process

It is important, therefore, that in your physical development for salesmanship you so *train your muscles that they will work in co-operation with your mind and soul to make you a bigger sales-Man*. Let us, for illustration, consider how the quality of courage is developed. This example will make clear the directness of the *reciprocal* actions of mind and soul upon the body, and of the body on the mind and soul, in building up within a man courage that becomes second nature to him.

Of course you realize that merely thinking you are courageous or will be courageous will not make you brave if you are cowardly at heart. You must have the soul of courage, coupled with courage of mind. That we all know. But did you realize that courage can be built into your *nature*, so that you *always* will have it, only by a *physical process in combination with the feelings and thoughts of courage*? The fact is that permanent courage depends more on the development of the muscles at the back of the neck and back of the shoulders than on thinking or feeling courageous.

Developing
Courage

You have occasion to feel or think with great courage only once in awhile, *not often enough to fix the habit* of courage. Thoughts are fleeting, anyhow. But *muscular structure is permanent*. So if you would be invariably and dependably courageous whenever the emergency comes, train your neck muscles and back shoulder muscles in advance. Think courageous thoughts, say and make yourself

The Selling Process

feel brave sentiments. Then note how your shoulders naturally are held back and down, and how the muscles at the back of your neck hold your head erect. Now train your muscles by carrying your head and shoulders that way habitually. You will thus develop their strength. *The next time you are in need of courage your head and shoulders will already be in the poise of bravery. Instantly they will communicate to your mind and soul consciousness of courage.* You will have permanent courage built into yourself if you hold your head and shoulders in the manner of a courageous man, as second nature.

Physical Attributes Of Bravery

We always think of courage *in association with its physical attributes.* The brave man looks his fellows straight in the eye. He carries his head up, not drooping. His shoulders do not sag. We all would understand these physical indications of courage if we saw them in a play on the stage. The hero face to face with danger does not cower. He straightens himself to his full height; back, neck and shoulder muscles strongly tense. We do not need to be told in words that he is brave. We always associate such an attitude with the ideas of courage.

But we have been slow to realize that the muscular structure of a manifestation of courage is a *cause*. We usually have thought it was an *effect* only, an effect of what the brave man feels and thinks. So we have not known that courage can

The Selling Process

be *artificially produced* in a man who has lacked it, and made a *permanent part of his nature*. But it is a fact that if your back neck and back shoulder muscles are trained to hold your head and upper torso in the attitude of a man of courage until that becomes second nature, the moment you face danger you will have thoughts and feelings of courage, even though you may have been a coward before you began training.

The scientific explanation of this phenomenon is very simple. *The impressions the mind receives from the muscles determine the character of the consequent thought.* If you see a danger, and you habitually are stoop shouldered and let your head sag, the physical attitude of courage will be missing. Hence the mind will not be in the mental attitude of courage. But if when you meet the danger, your muscles from habit are in the poise of courage, your mind will correspondingly be in the brave attitude when it becomes conscious of danger. You will meet the situation courageously before you have time to become cowardly, *for you will be "all set" to use courage, mentally, spiritually and physically before the emergency arises.*

All Set With
Courage

The illustration is only one of many that might be given to show the importance of co-ordinating your body development with development of mind and soul. You should use the physical tools in your physical Man-making, but employ also, *in co-operation*, the spiritual and mental tools that will

The Selling Process

Tools of Senses

make the physical man work with the spiritual and the mental man of you.

What are the tools and processes by which the *mental Man* can be developed? *The tools and processes of the senses.* And the senses never act except through some *muscular movement or impulse.* So here again we have the cycle of physical and mental influences.

You know that it is important for the sales-
Man to have a good memory. Probably you have
tried to train your memory if it is poor. But to what
chances are you trained it by some purely mental
method. Maybe it was trained in accordance with
what is known as the law of the association of
ideas. That sort of training does some good, but
it is not the scientific way to get a reliable memory.

Let us suppose you want to recall at will the
name of a man you have met, a Mr. Hamilton.
It will not suffice to think of him in association
with the city of Hamilton, Ohio, or to connect
him in your mind with Alexander Hamilton, the
statesman. Your mind may not be able to start
you off with recollection of either the city or the
statesman when you want to remember the name
of the man you met six months ago.

Now use the *tools and processes of the senses*
to fix the name of Hamilton in your mind. Write
the name with a pen, the scratchier the pen the
better. If it sticks and spatters ink on your fingers,
better still. As you *write* it, say Hamilton.

The Selling Process

with concentration of mind on your utterance and in a distinct tone. What have you done? You have made on your mind *several sense impressions* of the word Hamilton, *each in a separate brain center*. It is important, just here, to say that each sense is governed by a distinct brain center. Remove one part of the brain, for instance, and you cannot hear, but all your other senses remain unimpaired. All the senses have their separated centers in the brain, and are in large measure independent of one another.

Your *sight* sense has sent an impression of Hamilton to one brain center, because you saw the word as you wrote it. The scratchy pen and your pronunciation of the word aloud sent through your *auditory* sense an impression of Hamilton to another brain center. You *felt* the spatter of ink, and this, in combination with your finger and hand *movements* in writing the letters, sent other sense impressions to other sense centers. The roughness of your pen's progress across the paper made an impression of Hamilton on your *tactile* sense. The word always will seem to you lacking in smoothness if you write it with a scratchy pen, and your tactile sense center in your brain will be introduced to Hamilton. You perceive how many other senses might be involved. You impress a brain center with each separate sense that is activated.

Sense
Training of
Memory

What is the effect in helping you to remember?
Why, *you have half a dozen parts of your brain,*

The Selling Process

instead of only one, that have been introduced "Hamilton." Is it not evident that you have exactly six times as much likelihood of remembering the name? Any one brain center that later sends back the impression transmitted to it by a sense will serve your purpose. If you have been trying to think of the name, and begin writing a letter, the scratch of the pen may remind you of Hamilton.

Insurance
Against
Forgetting

The principle is even better demonstrated in connection with remembering to do something you want to be sure you won't forget. You will recall at the right time what you want to do, *if you first associate the contemplated act with some other act you will be doing at the time or place where and where you want to be reminded.*

You want to remember to buy a certain article tomorrow. Then plan to buy it at a certain store at a certain time, and imagine yourself as you will be tomorrow when you pass that store on your way to work. Think yourself through the process of buying. Imagine the various sense impressions that you naturally would expect the actual purchase to make on you. See the store windows in your mind's eye. Feel yourself turn in at the door. Smell the odor of that store. Imagine it warmer or cooler than the street. *In short, just take yourself ahead in imagination to a certain spot where you will be tomorrow when you want to remember. Then, when you reach that spot, all you*

The Selling Process

senses will be affected in fact as they were in imagination. You will remember your errand.

These are illustrations of but one phase of mental development, of course. *But all mental growth should be a similar process and involves the scientific use of the same sense tools.* Send impressions to your brain from your senses, repeated and varied impressions, and each one will build brain structure. Then, to make your senses and your mind reverse the process, train your muscles and senses to *respond* quickly and surely to the messages sent back by the mind.

Get team work of both tools for the most effective results. Quick muscular action quickens brain action. City people walk faster and work faster than country people. That is one of the principal reasons why they think faster than farmers. The farmer plods over heavy ground, his actions comparatively slow. His thoughts, his mental processes are slowed down correspondingly. *The psychological and the physiological phenomena are intimately related and have reciprocal effects.*

Team Work
Of Mind and
Muscles

Let us consider now the tools and processes by which true *spirituality* may be Man-ufactured. In general it may be said that the most effective tool is *knowledge that it pays to live cleanly and to use your soul in selling.* And the process of making yourself a spiritual salesman is just the *practice* of that knowledge every minute of your life.

Trickery and deception, acting the immoral

The Selling Process

“sport,” padding expense accounts, pandering to the baser side of buyers,—all were practiced because *salesmen used to think such methods paid*. The tough drummer of yesterday, who could drink more whiskey and smoke more cigars than any average salesman, no longer is considered a star.

Clean
Salesmen
Of Today

The successful salesman of today is clean as a hound's tooth, in body, in mind, in spirit. But this reform was not accomplished by any form of “religious” conversion. Nobody saved the new salesman's soul *for* him. He saved it himself—no to get ready for a crown in heaven, but to use every day on his job here.

Salesmen have cut out the booze *because it lowered their selling efficiency*. They don't dissipate with immoral people of either sex, *because they want to keep up to the high mark of their salesmanship ambitions*. We have learned what pays and what does not pay. So we just practice our knowledge with *enlightened selfishness*, for our own good.

The modern code of business ethics is the Golden Rule put to a practical use for our own good. A man was “leary” of the Golden Rule as it used to be understood. The motto was amended to read, “Do to the other fellow what you'd like to have him do to you, and you'll get done.” This cynical attitude of mind was due to *the mistaken idea that the benefit of doing right must come from reciprocity by the other fellow*, and since h

The Selling Process

wouldn't reciprocate, the Golden Rule didn't pay you or me. It is strange that any one should think it impossible to live according to the Golden Rule without being imposed upon. But we will not go into that phase of the subject. The point we must fix in our minds is that the *principal benefit resulting from doing right is in the building of Manhood within ourselves*. We must know that no other benefit resulting from any transaction could be so profitable to us as the enriching of our Manhood.

Nowadays selling requires the biggest kind of Man quality. The sales-Man cannot afford to relax his Man training for an *instant*. He is like an athlete training for a championship contest. If a runner, or a baseball player, or a pugilist, if any athlete were to break training the day before the contest, what chance would he have of winning? A single glass of whiskey, for example, would nullify the effects of months on the water wagon, if the drink were taken a few minutes before the runner started his race.

Never
Break
Training

In your spiritual Man development first of all convince yourself absolutely that the Golden Rule pays. Study the effects of acts, upon yourself as well as upon the other fellow. Do not stop studying until you feel dead sure. *Then, knowing the value to yourself of soul standards of salesmanship, make no exceptions in your practice of your knowledge*. If it pays to be honest Tuesday, it

The Selling Process

will be equally profitable to play square every other day and every minute of them all. And that honesty must be of the 100 per cent. grade.

Soul in selling is necessary, too, from a strictly business standpoint. Without it the salesman cannot get inside the buyer's shell. Goods are not sold by convincing the *mind* of the buyer, but by the tug of his *desire* stirred by salesmanship. Desire is an *emotive* process, and always involves *soul* action.

The Workman On the Job Yourself

We have considered now the *raw material* and the *tools* of Man making. The remaining factor of the Man-ufacturing process is the *workman on the job*—yourself, myself. To what capability may we attain in making ourselves big sales-Men? For remember that the Man of salesmanship is not a finished job until our lives themselves are ended.

A great many salesmen don't know for whom they are working. They say mistakenly that they are working for such and such employers. As a consequence of that wrong idea they quit being salesmen when the clock hands point to a certain hour, or when they finish what they call their day's work. Each of us really is working for *himself* on this life job of sales-Man making. And *twenty-four hours of every day must be spent in development and maintenance of our sales-Man capacity*.

Let us suppose that each day is divided into three shifts of approximately equal length. Bu

The Selling Process

understand that each shift is a *work* shift equal, in importance and the results that should be accomplished, to the other shifts.

We all recognize that in the shift when we are actively engaged in selling, we should apply ourselves fully and faithfully to our job. We know that the right kind of a salesman puts in his best licks while he is "on duty." The so-called "work shift" need not be discussed here and now. But *we should appreciate that we never go off duty as salesmen.*

There is an old saying that "All work and no play makes Jack a dull boy." The salesman needs recreation for his development. But he should take only such recreation as really is *re-creative*. The hours we spend *off* the job should all be put in *on* the job. There are forms of recreation that increase efficiency. And there are many ways in which a man may hurt his actual selling ability by misusing his play time. Let your development stop and you go backward or conditions leave you behind.

Re-creative
Recreation

The salesman who overworks at actual selling decreases his effectiveness just as much as the man who underworks. *But there can be no over-working on the job of sales-Man making.*

A good, brisk walk after riding for several hours on a train is excellent use of time, much better for one's salesmanship than saving ten minutes by taking a street car or a cab. Reading some-

The Selling Process

thing worth while will rest your mind better while you are riding between stations than dozing in your seat. And your spirit will be less refreshed by lying abed until noon Sundays than it would be if you got up bright and early to go out into the country to commune with the great soul of Nature. Use all your recreation time *re-creating* yourself, physically, in mind, and in spirit.

Effective Resting

The rest shift is as important in sales-Man making as is either of the other shifts. See to it that your rest is *effective* rest. You should rest in body, in mind, and in soul when you are abed. Determine how many hours of sleep *you* need—not all of us require the same—then make each minute count full value for your rest. Fresh air is of more importance in your recuperation of energy than a soft pillow. And you cannot sleep effectively in body if your mind refuses to take a rest or if your soul is not at ease.

"I Represent"

There is another feature of the work you do which you should appreciate. When you call on a prospect and introduce yourself you say, "I represent" somebody or some concern. Usually that is just a form to the man who says it. He is not conscious that in himself, his employer and his line are *represented*.

When you present yourself before a buyer you really "stand in the place of" your house, in his actual sight and in his mind's eye. That is what "represent" means—to stand in the place of, to act

The Selling Process

the part of another. It is a necessary part of your job of Man making to fit yourself for this *representation* of your employer.

If you are working for a house with ideals that you feel are unworthy of being built into your personality, quit that house. You must *be* that house, in yourself, if you are to represent it most effectively. But if you have chosen well your field and your employer and your line, *build the policy of the house into your character*. Then, when you appear before a buyer, you will stand for the true meaning of "I represent."

Represent
Worthily

Remember, too, that you represent *yourself*. Stand worthily for your own personal worth. Represent big Manhood. The buyer appreciates that kind of representation and gives it his confidence, whether he himself is small or big.

The Man of salesmanship whom we have been studying in a general way in this chapter isn't an indefinite idea. He is each of us made as capable in selling as we severally can make him. None of us lacks the raw materials from which a big sales-Man can be built, though the job may be harder for one than for another. The tools are in your hands for the Man-ufacturing of every quality you need, physical, mental and spiritual. You and I *as makers of our own lives* are thoroughly capable of doing a corking good job.

Make the
Qualities
You Need

CHAPTER III

THE "SHIP" (OR "ART")

Third Factor of the Selling Process

Effective
Use of
Knowledge

SHIP," as the suffix of a word, is defined by the dictionary as "the art or proficiency of." Salesmanship, therefore, literally is the art or proficiency of the salesman in his vocation.

We all realize that knowledge does not help a man to succeed in life unless he *uses* it. And we realize, too, that unless he uses it the *right way*, he will derive but small practical benefit from any amount of knowledge. None of us would know that a great French scholar had a mind full of wisdom if he never expressed himself. And, with the exception of the few of us who may understand French, we would not be impressed with the scholar's knowledge if he expressed himself only in his native language.

In order to succeed as salesmen we must be proficient in the art of getting our ideas of our goods into the mind of the prospect in such vivid images that his desire to buy will impel him to favorable action. It is not sufficient merely to know the best way into his mind, though that is essential knowledge. We also should know *how to use that knowl-*

The Selling Process

edge most effectively, and then must make ourselves proficient by continual practice of our knowledge until it becomes second nature to us to get our ideas into the mind of the prospect in the quickest possible time and with the least possible expenditure of effort.

Every intelligent person has at least a smattering of ideas about how selling should be done. But a little knowledge, like a little ability to swim, is apt to take a man out of his depth. And some one has said, "More dangerous than a little knowledge is much knowledge of things that aren't so." Very few salesmen have thoroughly studied the principles of Salesmanship. And a very large number of salesmen have positive ideas about how to sell that are wrong.

Two Reasons
For Getting
Knowledge

As was said in an earlier chapter of this course of study, the purpose we have in getting knowledge of salesmanship is to make our actual work of selling *easy*. We want knowledge for two reasons—to save us from making the mistakes of ignorance and to help us in doing the right things the most efficient way.

We should not call it good seamanship if a captain when navigating his ship into a harbor ran aground on a sand bar from which he had to back off; then ripped a hole in the hull by striking a sunken rock; and finally wrecked the pier while trying to dock his vessel. Similarly it is not good salesmanship to blunder about trying to find the

The Selling Process

channel into a prospect's mind, and then to finish the sale with a collision instead of making a safe landing and tying up your ideas securely to his desires.

Good
Seamanship

Seamanship and salesmanship are alike in many respects. The sea is a dangerous highway to the man who ventures out in a frail cockleshell with no sails, oars or compass, in the rashness of ignorance. But the expert sailor has no fear of wind and waves when he is aboard a staunch, powerful steamer and in familiar waters. He steers with entire confidence, at full speed, when he is on the high seas. As he approaches the harbor, however, he takes new precautions to ensure the safety of his ship. He watches his course alertly, guided by the buoys and landmarks that indicate the safe channel. If it is foggy, he takes no rash risks. He either waits until the fog lifts or he "feels" his way more cautiously. When the weather is clear, he is neither reckless nor timid. He slackens speed when safety requires, but wastes no time by being overcautious. As he nears the dock he guides the vessel fearlessly into her berth. Though he knows a mistake then would be disastrous both to his ship and to the pier, he is not at all worried or anxious. He has perfect confidence in his *skill and knowledge*. He moors his vessel surely, and proceeds to discharge her cargo—all with *ease*.

Probably you have watched the docking of a big steamer. Very likely it seemed to you rather

The Selling Process

ticklish work. Perhaps you held your breath at the moment when the cables tautened and the ship swerved toward the pier. You thought the bow might turn too much and crunch the edge of the dock. But the captain on the bridge did not get excited or flustered. *He simply called into play the knowledge and skill in docking with which he was equipped from previous study and experience.* He made his ship fast with ease, the ease of complete confidence in himself and in the methods he employed. Then he proceeded with the next work of his job, the discharging of the cargo he had brought to port, onto the wharf ready to receive it.

Now, let us see how the illustration is applicable in our study of salesmanship. Good Salesmanship

The salesman who ventures out into a territory without knowing the principles of salesmanship, unequipped with knowledge of how to sell effectively, inexperienced and ignorant regarding the Art which he must practice in order to close sales successfully, is like the foolhardy fellow who shoves a row boat into the surf on a rocky shore and jumps aboard, forgetting the oars. We can see his finish before he makes his start. It is possible to paddle a birch-bark canoe with one's hands on a still pond, but it stands no chance at all of weathering a voyage at sea.

Before the salesman starts his first independent voyage he needs to make sure both that he has a

The Selling Process

Sound Ship
And Skilled
Sailor

seaworthy vessel to sail in and that he knows how to navigate it, when out of sight of land and when making harbor alike. *With the sound timbers of knowledge under his feet, and with proficiency in the Art of steering what he knows into the mind of the prospect, he may set forth with confidence on the stormiest seas.* Landlubbers fear the perils of the sea because they don't know how to meet them. But a true sailor never feels so safe as when he is aboard ship. He realizes the dangers of his calling better than the landlubber, but he isn't afraid of them. He has faith in his ship and in his own seamanship. So it is with the skilled salesman who represents a line in which he has entire confidence, because he knows it thoroughly. He has no hesitation or doubt of success when he begins a trip through his territory. No thoughts of failure worry him. He does not fear the experiences he will encounter. Under a full head of the steam of power he sets out toward the harbor of the prospect's mind, entirely certain that he will tie up at the dock of the buyer's desire, stimulated to activity and receptivity by his salesmanship.

Shipwrecks

But the soundest ships have been wrecked by inefficient navigators. It will do a salesman little good to be well equipped with selling *knowledge* if he is incapable of *using it aright*. That has not been appreciated by large numbers of men who have attempted selling with no other equipment than the *facts* about their lines. Some manufactur-

The Selling Process

ers and dealers delude themselves with the notion that if the goods are of the right quality and are priced attractively, they will "sell themselves." Many salesmen have proceeded with their selling preparations from that same mistaken basis. They have gone out with absolute knowledge of their lines, sure the quality and prices were right, but have made miserable failures or only partial successes *because they did not use the best salesmanship in their work.*

Nothing can sell itself. Everything must be sold. One man must get his ideas about goods into the mind of another man. It is a man-to-man or mind-to-mind process. The science of transferring ideas must be understood; then skill in using that knowledge in practice must be acquired. Knowledge kept in your head won't sell your goods. You need to get your knowledge, your images of your goods, into the mind of the other fellow. You need to make him think as you think about what you are selling. Of course that necessitates your thinking aright in the first place; then you must know how to transfer your ideas to the prospect so that he will think aright, too. More than that, you must actually impel him to think what you want him to think.

Getting Ideas
Across

Therefore, there are three stages in the development of maximum selling power. First, you need to get thorough knowledge of your line and of all the selling factors; such as house policy, territory

The Selling Process

conditions and buyers' needs. Second, it is necessary that you know how to get your ideas most effectively to the minds of prospects. you must practice actual selling the right way, the most efficient way, until that becomes second nature to you.

Selling
Is an Art
Not a Science

Do not make the mistake of thinking of salesmanship as a *science*. It is an Art. We should have scientific knowledge of selling principles, of course, just as a painter needs to know the principles of drawing and what brushes and pencils and paints are best. But we are to *use* our knowledge in actual selling, not as scientists, but as Artists. You appreciate that the finest draughtsman, the man who knows all about the rules for painting a picture, might not be an *artist* at all. He might be entirely familiar with the tools and the technique of the art of painting, yet remain only a *draughtsman*.

So it is with a salesman. Often the man who is best informed regarding a line of goods, the man whose *knowledge* in his own head is complete, cannot influence prospects to buy. In our own experiences we have known of such cases. It is evident that knowledge is only *part* of the equipment necessary to success in selling. Fortunately, as we have seen in a previous chapter, natural talent for selling is of only minor importance. It is not necessary that we be born with especial adaptability for the practice of our Art.

The Selling Process

Proficiency in selling can be acquired by any man of intelligence. We are not like men who study the art of painting, but who fail to make themselves successful artists despite all their efforts and knowledge. Any man who knows the principles of selling and who practices them *to the best of his ability*, will change whatever his nature has been and will become an Artistic salesman; that is, *skillful* in performing the selling processes.

Let us recur again to the illustration of the sailor. When he is on the high seas he steers a straight course. He has a purpose and does not swerve from it willingly. He needs what might be called "general" seamanship on his way to port. Likewise the salesman needs to preserve always the *general character* of a salesman when he is not engaged in the processes of a specific sale. He should be alert, observant of all conditions that affect him, and should constantly be taking measures to make sure he is on his course and that his knowledge is adequate for all his needs. He is required to be "on watch" with all his general proficiency every moment. He must be on the lookout both for opportunities and for dangers.

Always be
A Salesman

You cannot be a salesman eight hours a day and "something else again," as Abe and Mawruss said, the other sixteen hours. It is no more probable that you will succeed if you spend only part of your time as a salesman than it is that the sailor will reach port if he lets his ship shift for herself two-

The Selling Process

thirds of the time. Out on the high seas, where there is plenty of room, the captain nevertheless sees to it that there is no relaxation from seamanship. *So whether or not you are engaged in an actual specific sale, be a salesman every minute.* Be ready for any emergency that may arise to test your salesmanship. Never forget that preparation and prospecting, the preliminary steps, are just as much a part of salesmanship as the steps of closing the sale.

Particular
Sailing,
Selling

But to return to the illustration of the sailor, the captain of the ship. He needs more than *general* seamanship when he is approaching a specific harbor. It is necessary that he know not only navigation, but also the particular channel marks to this port. We will suppose that he has a chart of the harbor, and knows what buoys and lighthouses look like whether he ever has seen these identical buoys and lighthouses before or not. He is guided both by the chart and by the channel marks, and he reaches his moorings safely. He knows how to tie up at this dock because he has tied up at other docks very similar to it. Once he is alongside the wharf, with all his lines made fast, he proceeds to the discharge of his cargo.

So the salesman finds more than *general* salesmanship essential when he is working to secure an order from a *particular prospect*. His chart of *knowledge of this individual prospect should be as complete as possible for him to make it* before

The Selling Process

he attempts to get his ideas into the mind of the prospect. Prospecting will have given the skillful salesman sufficient knowledge of the individual he is calling on, to approach the harbor entrance the right way. Sizing up the buyer will carry the salesman farther on his course. If the prospect is new to him, he will feel his way carefully, like a captain in a strange harbor or navigating in a fog. But like the sea captain familiar with the usual channel marks, the skillful salesman will recognize the signs of attention, interest, desire and objections, and will be guided by them to the dock of decision. These familiar channel marks, supplemented by his chart knowledge of the specific prospect, acquired in advance, will enable the captain of salesmanship finally to discharge his cargo of ideas into the receptive mind of the buyer, in the best possible condition.

Suppose, however, that the sailor should attempt to make harbor with no advance knowledge of the entrance; then should blunder along, if he were lucky enough to get in, paying no attention to channel marks or not knowing what they meant—what chance would there be that he might discharge his cargo? It certainly would be slim unless that harbor happened to be free of sandbars, reefs, shallow water or other obstacles to navigation.

Blundering
Along

In like manner the salesman who has no chart, who does not know the significance of the various indications to the way the prospect thinks as the

The Selling Process

selling process proceeds, stands but a slim chance of landing his own ideas in the mind of the prospect. He probably will wreck his craft long before he gets to the dock of decision. On the other hand, the skillful, thoroughly informed salesman will avoid all danger points and keep drawing steadily nearer and nearer to the closing stage of his sale. If he is befogged by uncertainty, he will not expose himself to the risk of wreck anywhere along his course. He will drop anchor temporarily in the middle of the channel, or back water if need be, making sure that he is safe.

Developing Sales Art

That is the Art of good selling, proficiency in which is master salesmanship. *It comprises, as we have seen, both knowledge of selling factors and principles, and the actual practice of right methods of selling until they become second nature. The practice is part of our lifelong job of self-development. We are studying the principles and methods now, to establish the basis of knowledge or science, on which to develop our Art most efficiently.*

As has been stated before, the selling process is making the prospect think what the salesman thinks regarding the line of goods or the proposition presented. It is a process of transferring mental images from the mind of the salesman to the mind of the prospect. And throughout the process the salesman should be the impelling party. If a man buys something from you for reasons of his own, which you did not stimulate in him, you are not entitled

The Selling Process

to say that *you sold him* the order. *He bought.* We are not considering here so-called sales which are closed principally because the buyer was looking for what the salesman brought him. We shall study the bona fide sale in which the salesman gets his ideas across to the mind of the prospect, against more or less resistance.

Right here let us make a distinction. *You do not sell goods; but ideas about goods.* In many cases the goods themselves are not delivered until after the sale is completed. Sometimes the prospect does not get a glimpse of the actual goods for a long time after the closing of the sale; as was the case in millions of instances when Liberty bonds were sold. Billions of dollars were paid or agreed to be paid by purchasers of Liberty Bonds who did not expect to see the actual goods for months. The salesmen of the Liberty Bond committees got their ideas about the bonds into the minds of the buyers, and *the sales were closed when that was accomplished.* The delivery of the goods sold was a matter of routine.

Ideas, Not
Goods, Are
Sold

Let us consider then the various processes by which ideas, or mental images, may be transferred from one mind to another. For it is evident that *the proficiency of a salesman in his Art depends wholly on his efficiency in getting his ideas across to the prospect.* Of course we all understand it is a prerequisite that the salesman's ideas be right and complete, since as was quoted a few minutes ago,

The Selling Process

even "more dangerous than a little knowledge is much knowledge of things that aren't so." For the purpose of this chapter we are assuming the salesman is fully equipped with effective knowledge and not cumbered with erroneous ideas about selling factors or principles of salesmanship. In following chapters which will cover the steps of the sale, what the salesman should know about various factors of selling and about specific principles will be considered. We already have touched on some of the points in the previous chapters on "THE SALES" and "THE MAN." Now we are restricting ourselves to the general study of the *means and methods* by which ideas may be communicated most effectively from the salesman to the prospect.

Ideas are
Mental Images

Without encroaching on the subjects of other chapters, however, we will briefly give attention to some general features of the ideas the salesman should have, since we cannot well consider what he is to transfer to the mind of the prospect and how to make the transfer most effectively, unless we have a clear understanding ourselves of what is meant by "ideas."

For the present let us not call them "ideas," but "mental images." Then we shall comprehend without vagueness the true meaning of ideas.

Webster defines a mental "image" as "the reproduction in memory or imagination of *sensations* of sight, touch, hearing, etc.—broadly, an idea." We'll repeat that definition to fix it in our minds.

The Selling Process

“The reproduction in memory or imagination of *sensations* of sight, touch, hearing, etc.”

You will recall from the next previous chapter that the mental sales-Man is developed by the efficient utilization of the *senses*, as was illustrated in the memory training examples. Naturally, therefore, the development of the mind of the *buyer* should be along the same line. So it is. The salesman transfers to the prospect's mind “mental images.” The prospect is stimulated to reproduce in his imagination *sensations* of sight, touch, hearing, etc.; any sense impression the prospect ever has experienced. *Thus his “ideas” about the goods are built up by purely imaginary sensations, by sense effects he thinks about but does not actually experience at the moment.*

Prospect's
Ideas Come
From Senses

Let us understand this fully. Suppose that about Christmas time a salesman of Southern California real estate is talking to a thin-blooded prospect, in the steam-heated office of the prospect in Detroit. The salesman is full of the “balmy climate of Sunny California” ideas. In order to make his contrast strong, *he stimulates the heat and cold senses of the prospect through imagination.*

“None of these blizzards in California,” he says; “weather that sends shivers up and down your spine the moment you stick your head outdoors. The air there in midwinter is as balmy as it is here in summer. Here you have to sit in a steam-heated office and kiln-dry your lungs and body with the

The Selling Process

air baked by your radiator. In Los Angeles business men are working with their windows open this minute and enjoying fresh air that is just warm enough to be comfortable and not so warm as to be oppressive."

Imaginary
Sense
Impressions

The salesman makes such realistic sense impressions that the Detroitter really has the *sensation* of goose-flesh all over him when the blizzard is mentioned. A half minute later he imagines how it would feel to sit by an office window that was open for the admission of gentle breezes such as he enjoys so much in Detroit on summer days. But all the while he has been feeling *imagined* cold and balmy heat, the Detroitter actually has not budged from his office and his steam radiator.

You appreciate that if this real estate salesman had said to the prospect for Los Angeles city lots, "The temperature of Southern California in winter is forty degrees warmer on the average than it is here," he would not have been nearly so effective in presenting his proposition. His statement would not have "reproduced in imagination any sense impression." That is, the prospect would not have experienced in his own mind any *sense* of cold or of warmth. The statement would have seemed to him just an abstraction and would not have stimulated his own heat sense and cold sense any more than if the salesman had not said a word about the temperature.

The Selling Process

The point of all this is the importance of utilizing the senses of the prospect when attempting to transfer ideas from your mind to his. The salesman who says, "The temperature of Southern California in winter is forty degrees warmer on the average than it is here," is appealing directly and exclusively to *mentality*. Perhaps he thinks he is taking the short cut from mind to mind. So he is, as to the *fact* of the difference in temperature. *But the fact is not in itself stimulating to definite image making. Sense impressions, however, such as the first salesman made, build up in the mind of the prospect exactly the ideas or mental images the salesman wants him to have.* And these wholly imaginary sensations will seem to the prospect morereal than any bare statistical facts about California climate.

Building
Ideas

It is not sufficient, then, that the salesman be equipped with "fact" ideas. Quoting catalogue patter is not proficient salesmanship. The ideas in the salesman's own mind must be *sensory mental images* of his goods; and *it is his function to stimulate and induce the reproduction in the prospect's imagination of sensations, not to impress facts merely.* He must transfer sense effects from his mind to the mind of the buyer, in order to deserve the results of good salesmanship, the confidence and faith of the prospect and his name on the order blank.

Sensory
Mental
Images

It is absolutely essential, therefore, that the im-

The Selling Process

pressions on the salesman's own mind be sense impressions; since he cannot transfer such impressions to the imagination of the prospect unless he himself actually has experienced the sensations regarding the goods which he attempts to get across to the other fellow.

Get Sense
Impressions of
Goods

If you are preparing to go out and sell a line of velvets, for instance, and want to impress on prospects the perfect smoothness and sleekness of the fabrics, *feel* of the cloth with your fingers. *Stimulate mental images of smoothness and sleekness through the use of your tactile sense.* Then you will be much better able to stimulate the reproduction of such ideas in the imagination of the prospect.

Often a salesman presents his line unconvincingly. Usually the reason he fails to convince is that he lacks *real sense impressions* of his goods. His ideas are vague, not distinct. The ideas he gets across to the prospect's mind are no more clear. Hence, before you start the process of transferring your ideas, be sure that you have sense images to transfer, *for the mental image you want to stimulate in the buyer is the reproduction in his imagination of sensations, as Webster defines.*

Now we will turn to the actual transfer of mental images, to the means and methods by which ideas may be communicated most effectively from

The Selling Process

the mind of the salesman to the stimulated imaginative mind of the prospect.

There are only three means by which ideas may be communicated from one person to another—*words, tones, and movements*. Let us consider them in the reverse order of their importance.

Three Means
of Communi-
cating Ideas

Of the three means of communication, words are least in importance to the salesman. To a teacher of spelling, words might be the most important means for communicating to pupils ideas of mere letters and syllables. *Words are the best means, usually, for the communication of bare information.* But words spoken in a monotone and without any accompanying action are not at all likely to stimulate *image making* by a prospect.

Listen to a story read in a droning voice by a listless reader who puts no expression into the words by either his voice or gestures. Then listen to that same story when the reader's voice is vibrant with feeling, when the tones fairly shudder at the grisly passages, when the words of horror are accompanied by quiverings of the reader's body and by the bulging of his own eyes—why, it makes your hair stand on end now; whereas you likely went to sleep in the course of the droning reading.

Very few salesmen realize the *relative importance* of words, tones and movements in getting ideas across to the minds of prospects. Far too much emphasis is placed nowadays on "a good sales talk." Salesmen work up a patter that

The Selling Process

sounds purely mechanical when they reel it off. They just have so many words in their systems and have to get them out. Often the salesman who is loaded only with words thinks it necessary to discharge the whole broadside in volley after volley until he has run out of ammunition. Consequently he startles attention, arouses interest, and then proceeds to shoot desire full of holes.

Changing
Prospect to
Affirmative
Attitude

Remember that the mind of the prospect usually is either negative or neutral when the salesman approaches it with his ideas. Occasionally the buyer is just waiting for the salesman to call so that he can place an order, but that happens so seldom we will disregard it now. It is necessary that the mind of the prospect be changed to an affirmative attitude. He must agree with the salesman's ideas. Before he will do that he must be impelled to give his confidence to the salesman and to the ideas he presents.

Unfortunately, words are the favorite tools of the liar. So people have grown suspicious of "fair words." The prospect is naturally inclined to be skeptical about the patter of the salesman who comes to him with a sales talk committed to memory and repeated almost letter perfect. Words harden antagonism and make neutrality edge toward opposition. You know that the buyer habitually takes a "stand-offish" attitude when you call on him. You must get inside the fence he tries to build between you and himself. But he is wary

The Selling Process

and watchful of what you say. He knows you want to get in, and he is on his guard to prevent what he regards as a threatened raid on his pocket-book.

He does not relax his vigilance so far as your mere words are concerned until you have earned more or less of his confidence. And that seldom is won by words alone. *It is much better salesmanship, except when you have information to impart, to use your words as camouflage and to get your ideas across with tones and movements.* But be careful not to use so much camouflage as to arouse suspicion instead of dissipating it. *An excellent rule for the salesman is to use just as few words as possible to express his ideas effectively.* If the idea can be expressed in a tone or in a movement, minimize the words employed in association with the tone or movement.

Use Fewest
Words

It is far more difficult to lie with one's tone than with words. Consequently tones are not suspected so strongly as words. You are not so likely to encounter the prospect's mind on guard against your tones, and you stand a better chance of getting inside the barrier with tones as a means. Once you are in, if you really deserve his confidence and make him believe in you, he will credit your words as well as your tones.

What has been said about lying must not be misconstrued. *You are not a good salesman and your salesmanship is bad if you fall short of or go beyond*

The Selling Process

the truth in getting ideas across to the mind of the prospect by means of words, tones, or movements. You are not to use tones falsely to lull warranted suspicion from vigilance. Reference was made to lying because the prospect usually is inclined to take "with a grain of salt" what the salesman tells him. You know you are telling the truth, but you must conduct your sales on the basis of understanding that the prospect is inclined to doubt your statements in some degree.

Don't Rely On Truth of Words

The salesman who starts out with consciousness that he is strictly truthful in his statements and who thinks that he will be believed just because of the inherent power of truth, is likely to be regarded by the prospect as an especially glib talker and therefore to be the more suspected. *It is foolish to expect the prospect to believe your word alone.* It is childish to be offended when he seems to question the truth of something that you know is so. His attitude is simply the caution of self-defense. He is as much entitled to protect himself against the chance of deception as you are to demonstrate your entire trustworthiness.

Never challenge the belief of a prospect. Don't dare him by making positive statements you know he cannot refute; and then depend on the force of your words to convince him of your honesty and veracity. Don't go *at* him with words, of which he is sure to be wary. Get around his suspicion

The Selling Process

with the convincing tones in which you speak the words.

Practice your selling talk for the tones that will best express your meaning rather than for the words. "Yes" can be said in such a tone as to mean an unequivocal "No." It is not the *word* you want to get across to the mind of the prospect, but the *idea behind the word*, the *image* which the word is intended to help build. The language we speak would be barren indeed of expressiveness if there were no tone values added to the words we utter.

Ideas Behind
The Words

The prospect may be strongly inclined to doubt your *words*, but if the *tone* you employ rings true, he will feel that you are sincere. It is very difficult to withstand the appeal of a tone that suggests truth far more strongly than it can be stated in words. All of us realize that we credit a man's tone rather than his words, if the two contradict. Prospects are just like ourselves in their impressions of words and tones. We should know that if we stopped to think. But how few of the salesmen in the world rely more on their tones than on their words in their salesmanship!

Tones

Movements are of even more value than tones in communicating mental images. "Actions speak louder than words" whatever the tones used. Again test your own attitude, to determine to your complete satisfaction, the relative importance of words, tones and movements. If a man were to

Movements

The Selling Process

compliment you in words of praise spoken in tones of honey, then were to wink at someone else, thinking you had not observed him, would you believe anything he had said was sincere?

When Words,
Tones and
Acts Contra-
dict

Again we must remind ourselves that prospects are like ourselves in the attitude they take when words and tones do not agree with the actions of the salesman. But how few salesmen there are who plan their salesmanship with the definite purpose of expressing as many of their ideas in movements as they possibly can.

It is absolutely impossible to lie in actions and keep it up. Our words and our tones are very largely governed by our volition. We can make them what we will. We speak consciously. Usually the tones we employ are tones we intend to use. But many of our actions are *subconscious*, controlled by what we call the *sub-conscious mind*. *And that mind does not know how to lie.* When we lie in acts, we do it by our volition. But a little later we "forget ourselves," as we say. Really our true selves resume control of our muscles. Then by some act we show what the truth is.

Scientists have worked out every ingenious apparatus for physical tests of the truth. A murderer might assert his innocence with every outward appearance of veracity. Yet scientific tests of his blood pressure and of nerve reactions when questions are put to him will prove he is lying.

The applicability of this to salesmanship is

The Selling Process

this: *the prospect will credit the suggestions made to him in actions of the salesman; because intuitively he, like all men, believes what he sees.*

If you are selling an article of great value, which makes it necessary to ask a high price, no words or tones of yours can convince the buyer that the worth of the article is much greater than that of a substitute, if the substitute appears of equal value. But if, in handling the two, you are extra careful of one, *if you treat it with your fingers as if it were something precious, your movements will convince where your words and tones would have failed.* Test yourself some time. Hold in one hand an old, shabby book, the only value of which is in the weight of paper it contains. In your other hand hold a rare volume of the same age, containing perhaps some priceless handwriting of a great man. Which book do you lay down carefully? You realize the power of suggestion by action. Develop proficiency in using it to convince prospects of ideas about your goods.

Suggesting
Value by
Action

Many of us go to the "movies" to kill time. Let's kill two birds with the one stone hereafter. Study screen actors to *discern just how they create effects by their actions and expressions.* Analyze the impressions they make on you. The "movies" have proved that *almost any idea or mental image can be transferred to one mind from another without the use of words or tones.* Study how Charlie Chaplin and Douglas Fairbanks and

The Selling Process

Mary Pickford "get their ideas across" to you. Then master the art of the silent drama of salesmanship.

Show the
Prospect
Pictures

As was said at the beginning of our consideration of the subject of the Ship or Art of selling, *the efficient salesman works to get his ideas into the mind of the prospect in the quickest possible time and with the least possible expenditure of effort.* Give your prospect a picture to look at, a *definite mental image.* And when you can, have it a moving picture. If you are able to do this you will be a proficient salesman. You won't need to wear out your voice on prospects.

The scope of this subject of the Ship or Art of selling is so great that a single chapter cannot cover it. The nine chapters to follow will treat of various specific selling steps and of the Art of taking these steps most effectively. Therefore, we will now suspend our general consideration of the subject.

Art Defined

Remember finally that Art is effective doing. The purpose we have in working to make ourselves proficient in the selling Art is to render ourselves more capable of the actual doing of what we have been trying to do—the closing of sales the most efficient way. *Art is not just polished work. It is right work consciously done until the habit becomes second nature.*

CHAPTER IV

PREPARATION

The First of the "Preparatory Steps" of the Selling Process

A GOOD many salesmen have yet to learn that it is far more important to start selling *right* than it is to begin calling on prospects *right away*. A considerable proportion of sales managers, too, have acute "hurryitis" and hustle salesmen out into the field inadequately prepared. Poor *Preparation*—which includes the steps of *Prospecting, Planning the Approach, and Planning to Get an Audience*—is responsible for most of the failures in salesmanship. The salesman who is *thoroughly prepared* for his interview with the buyer has taken out the best policy of insurance on his own success as a salesman.

Preparation
Success
Insurance

Unfortunately very few employers are thorough in their preliminary training of salesmen. It is likely, therefore, that most of you who read this book still lack part of the preparation you should have received before you were sent out to call on your first prospect. Probably you felt that when you completed the preparatory course required by your house, you were ready to tackle buyers and

The Selling Process

that all you needed was "a little experience." If your original preparation for selling your line was inadequate, and you have not supplemented it since "on your own hook," *you are working under a handicap which you should get rid of at once.*

The Lame
Starter

A contestant who starts a race lame has very little chance of winning. If you are getting beaten pretty often nowadays, go back and begin over again *preparing yourself to sell*, and do the preliminary job right this time. Realize at the outset that fitting yourself for selling the line you represent is *your* job. Don't count on your employer to prepare you—he only can help you a little. Sometimes it is very little, for in many cases he doesn't know what preparation for selling involves.

We are considering in this chapter only the first of the Preparatory Steps of the sale—the others being Prospecting, and Planning for the Approach and the Audience. For lack of a better word our subject is entitled Preparation; though we limit ourselves at present to the study of the *preliminary* preparation for selling, which precedes the later steps of (1) Prospecting, (2) Approach, and (3) Audience.

It will help us to fix the essentials of Preparation if we divide our subject and consider it in three parts. First, *Preparation in Knowledge of the line to be represented*; Second, *Preparation of the salesman himself in fitness for meeting pros-*

The Selling Process

pects; and, Third, *Preparation for the use of the knowledge acquired.*

Unless the salesman is thoroughly prepared Three Parts
Of Preparation in *all three respects*, his preliminary preparation for actual selling is inadequate. He will be handicapped in his Prospecting, in Planning his Approach, in Planning to get an Audience; and in all the later steps of salesmanship.

Now let us make a distinction between our present three-headed subject and the studies we already have made of *The Sales, The Man and The Ship*. We considered then *Knowledge, the Salesman Himself, and the effective Use of Knowledge* just as we are doing now. But in the first three chapters we were looking at our subjects from the standpoint of the *salesman*. Now we take the *buyer's* view. We are to see what knowledge will be of service to him; how the salesman should fit himself to render service to the buyer; the ways in which the salesman's knowledge should be arranged for use in the service of various buyers.

The salesman's knowledge of his line should be *exact* and *complete* in order that he may give to the buyer definite and full information about whatever might influence a favorable decision on the salesman's proposition. In acquiring this knowledge preparatory to actual selling, the salesman should never forget that *the object of the true salesman is to do the buyer a real service*. The salesman who does not believe thoroughly in his

The Selling Process

line cannot render a *real* service to prospects on whom he calls. Hence, if the knowledge you acquire about your line convinces you that you would lack faith in the goods or in the house you have intended to represent, you should do one of two things then and there. *Either quit selling that line, or get more knowledge which will supply you with the confidence you have lacked.*

Complete Knowledge

We shall assume, however, that the line you have chosen and the house with which you work inspire your sincere belief in their worthiness. You are preparing yourself with exact and complete knowledge so that your mind will be stored with facts buyers should know, too, for their own benefit. Of course you would be unwise to unload on *every* buyer *all* you know about your line. It is unlikely that any one prospect will be interested in your complete store of knowledge. But you must carry in your head a full stock of facts if you would be rated as an efficient salesman by every man on whom you call.

Your stock of knowledge should be as nearly complete as possible for the same reason that a department store carries such a great variety of merchandise. No one customer of a department store is a prospective buyer of *anything* and *everything* the emporium sells. Each customer is individually interested in only a narrow range of things that the store offers. But all the customers combined have interests in all the goods sold in the

The Selling Process

various departments. If any individual finds the emporium lacking even one article that he wants, he rightly considers that department store inefficient.

A jumble of stock, including everything imaginable in the way of merchandise, would not make the store efficient, however. Rather, the more goods there were in the building, the greater would be the confusion and the poorer the service to customers. Therefore the stock of the store is apportioned to different departments, appropriately designated. We look for shoes in the shoe department, not among the notions. The organization of the stock is carried further; each article has its particular place on the shelf or counter or in a display rack. And an efficient clerk knows exactly where to find every article in his or her jurisdiction.

Organize What
You Learn

It is similarly essential to the efficiency of the salesman that he not only have exact and complete knowledge of his line, but also that he have his knowledge so organized in his mind that he won't overlook any fact or have to hunt for something that the buyer needs to know to supply a certain lack of true information about the goods or the house represented by the salesman. Many salesmen, after they leave a prospect who has refused to buy, think of points they might have used most effectively to influence a favorable decision, if they "only could have remembered them at the time."

The Selling Process

Every instance of this sort is a failure in service to the buyer. It is just the same as the case of a store which lets any prospective purchaser go away without supplying his need, because a clerk did not know the required article was in stock, or couldn't find it. Such instances of failure in store service would be common and inevitable if the emporium merchandise stock were not *systematized*. And likewise the salesman will fail in service of knowledge to prospects unless every fact in his mental store is put away in his mind *according to a plan* with which he is so familiar that all his knowledge or any part of it will be available to him whenever he needs it.

Charted
Knowledge
Advisable

It is advisable when a salesman is preparing to sell a certain line for him to make a written chart of the knowledge he acquires. By reducing his knowledge to this classified form he will be able to recall any part of it to his memory when needed, by just visioning with his mind's eye the actual chart. You know that when you read a poem and commit it to memory, you will recall each stanza's place on the page as well as the words. So it is with a chart. Each section aids in the recollection of other parts associated with it.

When a salesman is "stumped" by an objection or a question from some customer, he cannot call to mind all his *unorganized* knowledge in an instant. But if the salesman has made a *chart* of what he knows, he needs but to imagine himself

The Selling Process

looking at that chart. There he will find immediately in graphic form, all the salient points of his knowledge.

A chart suggestion for the summary of knowledge about goods is attached to this page.

Using Chart
In Selling

Let us look at some of the details. This outline is only of headings. Each salesman should fill in the facts under the several captions for the particular line he represents. We shall consider merely a few reasons for securing knowledge of things the salesman often fails to learn.

“History of the Goods.” Knowledge of this factor of your line will fascinate your own interest, and will give you an easy way into the interest of a prospect. It is astonishing that we know so little of the history of the commonest articles. Think what an added appeal there is in selling a piece of dress goods made of long Sea Island cotton, if the salesman can throw in a remark about the reason why the fibers of such cotton are unusually long. Immediately he gives individuality to the cloth. It no longer is just a strip of cotton like any other piece of dress goods.

Next glance at the heading under Factory Knowledge—“Grade of Workers.” Few of us ever think, until we see something like a “Ford Educational Weekly” at the movies, of the human beings who manufacture articles in common use. Suppose that you are selling confectionery: you can employ very effectively a typical incident of the factory

The Selling Process

process, to illustrate the high grade of the employes who make the candy. Instead of saying that the boxes are packed by experienced girls, tell a customer about one girl in particular who takes great pains with her work.

Human
Interest
Selling

The whole subject of "Social-Industrial Conditions Under Which the Goods Are Produced" is valuable to the salesman who has reason to be proud of the way his line is made in the factory. Clothing salesman use to fine advantage their knowledge of the model tailor shops in which the garment workers are employed. Any salesman, representing any line, could make similarly effective use of facts about the plant where his goods are manufactured. This is an age of "human interest." People always are more interested nowadays in other *people* than they are in *things*.

Then note all the points of "House Policy" the salesman should know in order to give the prospect full service of exact knowledge concerning the line. And following these come details of "Secondary Knowledge" which will enable the salesman to answer any question that may be asked him with regard to the goods. And finally, that his knowledge may not be narrowed to his own line alone, the salesman should be as thoroughly acquainted as possible with the lines of his principal "Competitors."

Suppose you had complete and exact information at your command regarding your house and

The Selling Process

the goods you represent, so that you could fill in the data under each heading which applies to your line. Think what increased respect you would have for what you represent! Correspondingly how you could increase the respect of your prospects for your line and for yourself, *by your consciousness and your use of all the factors of knowledge at your command*. Why, a salesman of toothpicks would be selling a romance instead of mere splinters of wood!

It will be necessary, if you are to succeed in any big way, that you actually be a zealot in your selling. *You must dedicate yourself to your job*. That is not possible unless you make the ideas you are selling *big*. Toothpicks are prosaic. The romance and the fascination are in the human factors and in the raw material factors of the commonplace product. Wonderfully ingenious machines had to be designed for the manufacture of toothpicks, for all the processes the wood goes through in the factory. The men and the trees and the machines are details about toothpicks that the buyer cannot see unless you *vivify* them for him. In so doing, you render him a *service*, for he is always glad to know better what he is buying.

Complete Knowledge of the goods is important, both because of the enlarged stock of facts the salesman can put at the service of the buyer, and because the salesman of knowledge brings to the service of the buyer a man of broadest vision and

The Selling Process

comprehensive thinking about his line. *Knowledge gives to the salesman a consciousness of the bigness of his job.* Nothing that is of service to mankind is slight in its significance. There is no line that contributes value to society which a true salesman cannot feel honor in representing, *if he knows exactly and completely all he possibly can learn about that line.*

Prepare for
All Sorts of
Prospects

We have approached the subdivision of our title which especially concerns the *Preparation of the Salesman Himself.* The object of that preparation should be to fit the salesman for meeting any and every kind of prospect. The salesman who is ready to present his proposition only to certain types or classes of men is limited in effectiveness. The salesman who is disconcerted by encounters with crabbed and insulting prospects loses many excellent opportunities to sell. Often the crank is the best buyer.

Frequently we hear salesmen tell of their methods for handling prospects. Some of the schemes salesmen work out are so ingenious that one wonders when hearing of them whether they were not after-thoughts—great ideas that came to the salesmen after prospects had turned them down. It is a serious mistake to rely on an assortment of tricks and to grab one from the bag each time a prospect is met. Usually the repertory of a salesman's methods is solely designed for adaptability to the *characteristics* instead of to the *natures* of buyers.

The Selling Process

Preparation on that basis is fundamentally *wrong*, and consequently does very little good. The *right* preparation considers the crabbed and insulting prospect as *similar in nature* to the courteous prospect.

In order to understand this, let us recur to a detail of the previous chapter on The Man. In that chapter it was demonstrated that the raw material of a salesman is just a baby. And as was said then, a baby has no *character*. Character is wholly acquired. Buyers are made of the same raw material as salesmen. It follows that the *characteristics* of buyers may or may not be true to their *natures*. How unwise it is, then, to adapt oneself to meeting *characteristics* only, which may be false indications of the *nature* of a man. Sometimes a gruff man is all kindness at heart.

Prepare for
Natures
Rather Than
Characters

When a great actor presents a play to the public, he does not adapt his interpretation of his part to the viewpoint of any type or class of people. He knows that *fundamentally all men are much alike in their susceptibility to what may be termed "human nature" appeals*. The unsophisticated school girl and the vicious criminal, one sitting in the first row of the balcony and the other down in front in the gallery, are *alike* in their desire to see the hero frustrate the villain's plots. The actor's preparation of himself isn't for either the school girl or criminal, as types. *His aim is to fit himself for being understood in his role by any*

The Selling Process

man or woman who comes to the theater. He thinks of the *natures*, not of the *characteristics* of people.

Superficial
Preparation
Wrong

Consider your preparation for your part of The Salesman in the great drama of life, as the actor on the mimic stage regards his preparation for a stage production of a role before audiences composed of all sorts and varieties of human beings. *Prepare yourself fundamentally, not superficially.* Then you may be sure you will be most effective in making the right impressions on your prospects. Do not depend on tricks. Instead utilize *basic principles* which *every man* you meet will recognize intuitively as demonstrations of *human nature*, because of his own human nature. One of the greatest actors of all time was Sir Henry Irving. His methods of preparation suggest to us how we should prepare ourselves, and the basis of his methods always was *sincerity in the interpretation of his part*. Irving was not content, however, with making himself perfect in the *outward appearance* of the characters he played. He verily *lived* his principal roles. The nobility of the man always made him notable, off the stage and on.

Let us give our attention first to the outer appearance of the salesman. Later we will consider the true sales-Man inside. And bear in mind that *we are looking at the salesman as the prospect will see him*. For we are not concerned now so much with the salesman's *intentions* in preparing

The Selling Process

himself as we are with the *actual effects* produced on the man he wishes to serve with his salesmanship.

When a salesman enters the presence of any buyer, whether that buyer be a boor or a gentleman, the outward appearance of the salesman makes an impression on the prospect. It makes no difference whether the buyer is a crank and insulting, or whether he is considerate and polite—*if the outward appearance of the salesman has been prepared on the correct basic principles, the actual effect produced will be similar with all prospects.* It is just the same as the impression a good actor makes on a mixed audience. Not all prospects will *manifest* its effect alike. But if the outward appearance of the salesman is *such as makes the right appeal to fundamental human nature*, a favorable impression will invariably be the result.

Appearance
Of the Sales-
man

It is not important whether or not the prospect gives any sign that he is favorably impressed. It is of no consequence if he pretends to be impressed unfavorably. The salesman may be absolutely confident that he *has* created the right impression to start with if his outward appearance has been prepared on the correct basic principles, as was said a minute ago in another way.

The *outer* appearance of the salesman is an appeal to the *inner* man of the buyer, the part that does the buying. The outer buyer may be transparent, opaque, or cunning camouflage. It is of

The Selling Process

minor importance, or of no importance at all, to the salesman; *for the outer semblance of the buyer does not do the buying.* Never consider it as a real obstacle. It is just an indication of the best way inside the real buyer—or is altogether negligible as a factor. Most buyers feel it is necessary to their self-respect that they bluff a good deal to salesmen.

Four Points Of Good Appearance

Now, what are the principal elements of an outward appearance that is fundamentally good? There are four:

1. Right physical bearing;
2. Right features;
3. Right dress;
4. The right kind of hands.

These principal elements of the outward appearance of the salesman are mentioned in this order because usually the prospect notices them in that sequence. He is impressed first by the physical bearing of a salesman, next by his features, then by his clothes, and last by his hands when they are brought prominently into play in the course of the selling process.

Physical bearing is not necessarily related to physical size. In Mark Twain's "The Prince and the Pauper," the real boy Edward carried himself so regally that he looked "every inch the king," though his inches were but few. Kings and princes are going out of fashion in governmental systems,

The Selling Process

but the time will never come when any one of us Americans won't consider being called "a prince" by our friends about the highest compliment that could be bestowed. The physical bearing of the salesman should be that of an *American prince*, without arrogance or superciliousness—those are attributes of the discredited Hohenzollern variety—but with the easy consciousness of *equality* in the presence of any other man on earth.

It won't do just to "put on" princeliness. Imitations show they are counterfeits—you *must be a real American prince in your nature* or you cannot maintain the physical bearing of a man of equality, in all circumstances and with any other man you meet. But the inner *consciousness* of princeliness will not give you the *physical bearing* of an American prince. You must *practice* to acquire that. Study the physical bearing of the man who at sight makes the impression of nobility. Analyze how he carries himself; how he stands; his movements. Do not attempt to copy him, but use him as a *guide* in your own training.

Practice
Princely
Manner

You know men whose physical bearing, regardless of their size or strength, will command respect wherever they go. Prepare yourself outwardly for selling with that kind of a bearing, and you take out insurance that prospects of all kinds will feel intuitive respect for you when you enter their presence.

Perhaps you think your features were "wished

The Selling Process

on you" at birth and that you can't change them. You think that your face is like Topsy in *Uncle Tom's Cabin*, who "just grew." Of course, there are deformities of feature occasionally which are due to slips of Nature, but not all of these are actual handicaps in selling. There have been many homely salesmen who have made their ugliness an asset in their selling; because it lent them individuality. And "manly beauty" has been a curse to thousands of salesmen who thought it made them seem effeminate.

Make Over Your Features

The features are very mobile. The scowl lines between the eyes of a habitual "crab" were cut there by his own claws. The sneering nose, the superciliously twisted mouth, have been acquired by *habit*. Features so warped are the handicaps in salesmanship; not big ears, thick lips, little eyes and enormous noses. Even if a man's chin is his Adam's apple, it is of slight consequence in itself. The features of the salesman can be made transparent; so that they will not distort the real man behind the face. Pleasing features can be developed from anything except hideous deformity; so that the prospect who first sees the salesman's features will be favorably impressed by what they indicate about the man.

You need not go to Dr. Specialist or any other sculptor of faces to get your face fixed for effective selling. *That is a home job. Study what you have. Stop making wrong uses of your features.*

The Selling Process

Begin doing your best with them. Smile a lot inside, so that the reflection will shine through your face. Be really genial and show it. But be careful not to wear an artificial smirk. And while you are working your features over, remember that your object is not to please yourself, but to give the buyer the best impression of you that you deserve.

The importance of the *right clothes* to the salesman is seldom appreciated, if one may judge by the way salesmen in general dress. Nearly all salesmen make the same mistake in their clothes. *They wear what pleases themselves, and do not dress for the eyes of the buyer.* Recently an observant student of salesmanship sat for an hour in the reception room of a great manufacturing company, where hundreds of salesmen of all varieties call every day. Ninety-four men inquired for the buyer or one of his assistants in the course of that hour, which was between nine and ten o'clock. But though it was so early in the day, only twelve of the salesmen showed any evidence that they had polished their shoes that morning. And only three of the salesmen were so perfectly dressed that no detail of what they wore was conspicuous. These three, of the ninety-four salesmen who were studied, indicated that they had chosen their clothes solely for the effect on the buyer.

A caution is necessary here. Just as the actor costumes himself for the eyes of *audiences* and

The Selling Process

not for the eyes of any *individual*, so should the salesman dress for *all men*, not for any one man or class of men.

Dress for
All Men

There are certain elements of dress which appeal to all men alike, in some degree. Cleanliness, for instance; and perfect neatness. But these qualities are not correctly expressed if the salesman shows he is more interested in keeping clean and neat than in selling his line. An example will illustrate how one should be clean and neat.

A certain foundryman liked to be considered a rough diamond, and one of his whims was to show always the "marks of honest toil" on his hands and face and clothes. It was his delight whenever a particularly clean, neat salesman called on him, to shake hands in order to dirty the salesman's fingers. Then the foundryman would take his visitor out into his casting room to soil the immaculate suit the salesman was wearing. A clean, neat salesman invariably "r'iled" this old codger at sight.

The foundryman contemplated adding a big machine shop to his plant. A salesman for a machine tool builder learned of the prospective business. This salesman thought he was very clever because he conceived the idea of dressing especially for the effect on the eccentric foundryman. He called on his prospect, wearing a rusty suit that bagged at the knees, a soiled shirt and grimy collar. The foundryman warmed up to the strategist at once. They went out to the casting room, and the

The Selling Process

salesman took pains to get real dirty with apparent indifference to his hands and clothes. Then they returned to the office and sat down to talk machine tool prices in a comradeship of sloppiness. The salesman wiped his hands on his pants, never hinting that he'd like to wash up, and took out his pencil to frame quotations.

Just then another salesman called. He was dressed in plain blue serge, coat sleeves and trousers neatly creased. His linen was immaculate, but not gaudy. His shoes were spotless, though the finish was dull instead of shiny. And in his left hand he carried a pair of kid gloves he had just taken off.

Sincerity
Beats False
Pretense

The eyes of the old foundryman glinted with malicious satisfaction at sight of his victim. He could not resist the temptation to enjoy his favorite practical joke. So he leaned close to the dirty salesman sitting beside him.

"Clear out for an hour," he whispered, "until I muss up this dude."

His companion chuckled gleefully and left at once. The foundryman walked over to his new caller and shook hands effusively. But he did not get the effect he had anticipated. The clean fingers he dirtied were not wiped on the salesman's handkerchief. The salesman appeared to pay no attention to his right hand at all, though he was aware that it had been grimed. He announced the purpose of his call, and the foundryman immedi-

The Selling Process

Compliment
Prospect in
Your Dress

ately suggested that they go out to the plant for their talk, making the excuse that he wanted to watch the work going on.

Within the next fifteen minutes the practical joker had managed to get his victim very dirty. The immaculate suit was covered with iron dust and the neat shoes with mud. But the salesman showed interest only in how his machine tools might serve the foundryman's needs. The old codger, in order to have more fun with his victim, pretended to be thoroughly interested in the salesman's line. But he could not provoke from the salesman any sign that he was annoyed by the treatment he received.

Nonplussed, the foundryman grumpily led the way back to his office. At the door the salesman showed concern for his clothes the first time. He said, "Excuse me a moment." Then he stepped to the *outside* door, opened it, and quickly scraped the mud from his shoes on the front steps. Next he took off his coat and shook out the dust, doffed his hat and blew the dust from that. In less than a minute he was in the office again. Now he walked to the washstand in one corner, rinsed his hands, wiped them quickly on the foundryman's grimy towel, and sat down next to his prospect, who already was seated beside his desk.

The old codger himself confessed what the effect on him was. *He perceived that the salesman had dressed neatly and presented himself clean when he first came to his office, not to please his own*

The Selling Process

finical tastes, but as a compliment to his prospective customer. The proof of this lay in the fact that on his return to the office dirty, the salesman had taken pains to clean himself again—but not before. The salesman showed that he was unconcerned with his appearance in the foundry, where dust and grime were excusable. But he suggested his respect for his prospect's office by scraping his muddy shoes, by shaking off the dust on his clothes, and by washing his hands before sitting down to talk business. He was not fussy about it. He cleaned up only with "a lick and a promise."

The old foundryman changed in a moment from dislike to respect for the salesman. He made no more attempts to annoy him. He listened with real interest to the salesman's proposition, *believing fully in the sincerity of everything that the salesman said, because the salesman had shown himself sincere under the most trying test.* When the *pretending* salesman returned, dirty and grinning, at the end of an hour, the *genuine* salesman had the big order cinched. He won with his clothes, the factor which would have seemed least likely to influence that particular buyer. He won, however, because he was neither under-dressed nor over-dressed. *He was clothed with the unobtrusive, perfect taste of the salesman who chooses everything he wears to make the right impression on anybody and everybody.*

Changing
Dislike to
Liking

Last of the four factors of outward appearance

The Selling Process

which we are considering, we come to the *hands* of the salesman and to the question of preparing them aright for use in salesmanship.

The Hands of
The Salesman

The hands are important because they are brought so noticeably into use in selling. It is not sufficient, however, that they be neatly manicured and kept clean. The hands are *tools* which should give an impression of *skill* when they are used.

The way you use your hands is wholly acquired, like the expressions you habitually wear on your face. If you have clumsy, graceless hands, you can train them in dexterity and grace. Just as your clothes should be inconspicuous and should reveal, not conceal, the inner man of you, so should your hands attract no notice to themselves, but *suggest your qualities of ease and skill in making use of your selling tools*. The form and size of your hands are not especially important, if you are prepared to *use them with no indications of awkwardness*. *Be at ease with your hands*. Train them to be deft, and then you will not be conscious of them. Neither will your prospect have his attention distracted from your goods or your proposition to the way you are handling your line or yourself in his presence.

We have summarized now the most important elements of the preparations of the *outersales-Man*. Next let us consider how the sales-Man should prepare himself *inside* in order to sell most effectively. We shall treat this division of our

The Selling Process

subject more briefly than we have discussed the factors of outward appearance. We will spend less time on it, though the inner man is far more important than the outer salesman; because the essentials are so simple.

We already have referred to the manner of an American prince. That must be more than veneer. *The salesman needs to be a prince to the core.* The heart of true princeliness is *genuine kindness of spirit. Kindness—kindly impulses, thoughts and acts—will do more to convince the prospect that you have come to serve him than any other quality of the sales-Man.*

Preparing
The Man
Inside

You can prepare yourself to be kindly in your attitude and in your conduct toward all prospects, only in one way. *You must feel and be kind to everybody you meet, always.* The man we call a "good mixer," who is liked by all sorts of people, is just looking at the world with kindly eyes. His kindness makes him *invariably courteous.* He *never* wounds by conscious impoliteness. Yet always he appears a virile Man and never is sissified.

The Kindly
Attitude
To Everyone

When training yourself as a Man for selling, remember that your basic purpose should be SERVICE. You cannot give the best service if you have to watch yourself to make yourself *act* with kindness. That will be necessary at first, while you are preparing to sell. But after a while kindness should be second nature to you. *Be kind to everybody.* Don't think you can scowl and snarl

The Selling Process

at people who *aren't* prospective buyers of your line; then give the impression of sincere kindness when you are after an order. Practice kindness on mean people you meet outside your trade in order to perfect yourself in the use of kindness to all the crabbed, insulting prospects you may encounter. Don't get sore when you are ill-used. Consider the experience a valuable lesson which warns you never to ill-use a prospect even in the slightest degree.

The Punch Of Kindness

Sometimes, of course, it is necessary to do a man a good turn by punching his jaw. But if that becomes necessary to his welfare, hit him hard for his own betterment, not in order to injure him to gratify your own resentment against him. Keep your motive kindly, whatever the circumstances. A certain kindly old Quaker once had to deal with a bully. He recalled the text, "For whom the Lord loveth He chasteneth." He decided to follow the Lord's rule himself. And he certainly loved that bully good and plenty, with a pair of fists like rocks.

Let us consider now the last of the three respects in which the salesman should be thoroughly prepared to serve his prospective customers. We already have given our attention to the salesman's Preparation in Knowledge of the line he represents and to his Preparation of Himself in fitness for meeting all prospects. Finally, we will think about

The Selling Process

how he should *Prepare to Use* the knowledge he has acquired.

Your attention was called to the great importance of having your knowledge *perfectly organized*, so that you would have no difficulty in recalling any fact you know. But this chart idea is inadequate for your use in selling unless you have your knowledge arranged in *various ways*, so as to be adaptable to variations in human nature. You know that no two men in the world are just alike physically; yet all alike are men. Similarly they differ in their mental make-up. And the wise salesman prepares to tackle them differently. *He has his knowledge systematized in at least seven ways, and chooses the one which he judges will be most effective with a given individual.*

Seven Ways
To Arrange
Knowledge

First. Knowledge may be arranged according to a *succession* of facts—as when a manufacturing process is described from beginning to end.

Second. Facts may be arranged *cumulatively*—as when a great number of testimonials from customers can be quoted.

Third. Certain salient facts may be *selected*, and other facts grouped about these as a center of interest—as when an automobile salesman stresses the service stations his company maintains throughout the country.

Fourth. Knowledge may be arranged in such a way that it is *especially adapted* to affect the particular prospect's hobby—as when finish is

The Selling Process

emphasized to a buyer who shows himself the most interested in finish. Other adaptations may be to suit the especial needs or motives of the particular prospect.

Fifth. Facts may be arranged on the basis of *comparison*—as when ideas about the salesman's goods are compared with other ideas undoubtedly within the prospect's knowledge.

Sixth. Knowledge may be arranged on the basis of *differences*—the direct reverse of the fifth arrangement.

Seventh. A *personality* in the house represented by the salesman can be utilized in connection with facts—as when “the old man” or “the boss” is quoted about anything.

If the salesman starts to call on prospects without having made various arrangements of his knowledge or with the delusion that he can use his knowledge pretty much the same way with all prospects, he is making his work *hard*. *The art of selling lies in making sales with the least effort*. One buyer thinks along one line by habit. If the salesman can learn what are the usual mental processes of a prospect, *the sale can be facilitated by tackling the buyer from the angle of least resistance*.

In order to be capable of using your knowledge most effectively, it is essential first that you recognize it will not affect all men the same way. In a later chapter you will be advised regarding the Sizing-up of the Buyer. But long before you meet

The Angle
Of Least
Resistance

The Selling Process

any prospect you should be *prepared to meet the various kinds* of people to be found in the world, though you know they all are human in their nature. *If you have a repertory, you can test out a prospect.* With seven varieties of knowledge you are sufficiently equipped for all cases.

Therefore be prepared with the "Seven Keys to Baldpate." And whether the pate be bald or not, you will be able to get your knowledge inside. *What you know will be of practically no Service to a buyer unless you can get it inside his mind.* It is not sufficient just to bring your store of facts and dump them on the prospect's front porch. If you have your key ring with you, with the full assortment of keys, you can unlock *some* door and take your ideas into the head of the man you have come to serve with your knowledge and your manhood.

**Must Unlock
The Mind
Door**

CHAPTER V

PROSPECTING

The Second of the "Preparatory Steps" of the Selling Process

Less Haste
Makes More
Speed

THE average salesman is overly eager to begin actual selling. And in this ambition he is apt to be encouraged by the average sales manager. In salesmanship, as in many other activities of life, it often is true that less haste makes more speed. It does not pay to rush the Preparation steps, for the result of undue hurry is bound to be a lot of stumbling afterward. The importance of the preliminary preparation of the salesman in *knowledge of his line*, has already been emphasized in the preceding chapter. Now we are to realize that *knowledge of his territory* and of his *prospective customers* is equally necessary.

Many salesmen consider Prospecting in a very narrow way. They are on the lookout for the names of people who might buy, but do not realize the broader aspect of Prospecting. They do not seek *comprehensive knowledge of conditions in general throughout their territories*, but only "hot tips," that are likely to lead to orders.

We frequently find salesmen, too, who regard

The Selling Process

systematic Prospecting as the sales manager's job. These fellows think the office at the house should comb the field with letters and keep the salesmen supplied with prospects in consequence of correspondence.

At the outset, therefore, let us realize the wider meaning of Prospecting, and appreciate that *Prospecting is the salesman's job*; practically all of the responsibility rests on him for doing it well. We get the right idea if we understand that the salesman should comprehend for whom he is working primarily—*himself*.

Salesman
Works for
Himself

Don't start your selling cross-eyed. The business in which you are engaging is *your* business. Attend to it *yourself* if you would have it taken care of in the way that will be best for you. The house risks very little on you, compared with what you have to lose. Therefore make your investment of yourself wisely, with forethought and care to insure the highest degree of effectiveness in your efforts. Do not think of what you do as temporary or a makeshift. Search for the materials with which to build your business permanently. *Act from the start of your connection with a house as if you expected to spend all your life in that relation, developing from year to year.* You may have other plans in view, but so conduct yourself as you would do if the business of your territory were really your own.

The Selling Process

You need exact and complete knowledge of your territory, just as you need exact and complete knowledge of the line you represent. *Do not be satisfied with any less knowledge.* And since it is certain no one else knows all you want to know about your field and your prospects, you must make your own collection of facts. If you expect someone to lead you to your own business you'll be disappointed. You are playing solitaire most of the time as a salesman. You make the leads and do the playing yourself.

Use All
Prospecting
Chances

In general it may be said that you can't know too much about your especial field of sales. But you can waste a lot of time acquiring information. A salesman's principal business is selling, closing actual orders. It won't do to spend so much time Prospecting that you will have none left in which to get names written on the dotted line. Very few salesmen properly balance their Prospecting and their hustling for orders. *The fault usually is due to failure in utilizing all the opportunities for Prospecting which might be used without diminishing in any degree the amount of time that can be spent in actual selling.*

The thoroughly efficient salesman seldom needs to give up to prospecting any portion of the hours when selling is usually done to the best advantage. He is prospecting all the time, even when talking with a buyer. All his senses are trained to acuteness in perceiving suggestions that may open

The Selling Process

the way to new business. When he is not in the presence of a buyer he is on the lookout for one everywhere. He makes it his business to get acquainted with his territory by getting acquainted with as many people in it as he can, *always with some definite, clear idea in his own head.*

Aimless, hit-or-miss prospecting is never very effective. The salesman must determine exactly what he wants to know. If he is just looking for the names of buyers, he is apt to find his prospecting like bacon, with a streak of fat and a streak of lean. *But if he systematically seeks fundamental knowledge of his territory, and is actuated by a definite purpose all the time, he will accumulate a fund of facts that will enable him to do most of his prospecting inside his own mind.* He won't need tips. He will know the conditions in his field which influence buying, and at the right time will be guided by his knowledge to the very places where business is to be had.

Systematic
Purposeful
Prospecting

Of course, specific prospecting should be done too. Individual buyers have to be looked up. It is particularly important that the salesman find out whether a certain man is really a prospect or not, before spending any time in attempts to sell him. Not every man who appears to be a prospect is one in fact. It is essential, for instance, that he be able to pay for what he orders. The salesman is wasting his time when he tries to sell a man who has no money and no means of

The Selling Process

securing enough to make the purchase. The financial ability of a prospect to buy should be prospected before any attempt is made to sell him. The salesman should have reason to believe he is able to pay, otherwise there is a chance that all the effort of selling may be uselessly expended.

General
Prospecting
Of Field

It is wise to do the *general* prospecting first. Then the salesman will be able to do his *specific* prospecting with his eyes open to the conditions in his territory. When a salesman is assigned to a new territory he should begin his general prospecting by studying a map. He should investigate the characteristics of his particular field, especially the points of difference between this territory and other fields for salesmanship.

The geographical features of the territory should be prospected thoroughly. The principal population centers and the trade routes should be studied for reasons as well as for facts. The best way to cover the field without waste of time or money needs to be worked out carefully. Local influences on business must be understood. The races of people which constitute large percentages of the population affect the volume or the nature of trade. Climate, soil, thousands of elements are to be considered in general prospecting.

When the salesman has done this preparatory work, he is able to form an intelligent opinion of the buying capacity of his territory. *In other words, he knows what his general prospects are.*

The Selling Process

Now he is prepared to take up the second part of his prospecting—the collection of information as to the *specific individuals* who are likely to become purchasers of such goods as he handles.

The high-grade salesman wishes to sell only what fills some *real need*. Therefore when prospecting he thinks of *what are the needs of his territory and of individuals in it*. He is not after orders, but opportunities to be of service. It frequently happens that prospects are unaware of their own needs. They may not realize even their local conditions which give rise to their needs.

Prospecting
Specific
Individuals

It happens once in a while that a salesman will hear of a man who has expressed interest in such goods as the salesman carries. Sometimes by making inquiries the salesman runs across such a lead to a prospect. But much oftener the lead comes less directly. The questions of the salesman bring him information about needs. These suggestions, coupled with his own knowledge of general conditions, start him straight toward certain individuals.

By prospecting to discover *needs* the salesman usually uncovers more than one name. Moreover, such prospecting gives him a large degree of confidence that the prospect may turn out to be a buyer and not a false alarm. It sometimes happens that a prospect thinks he needs one thing, whereas he really would be better served if he had something else. Hence it is essential that the sales-

The Selling Process

man learn the disease by diagnosis of all the symptoms. He should not form hasty judgments.

Needs of
Prospect and
Salesman

While prospecting for the needs of his possible customers, the salesman should also prospect his own needs. It is necessary that he have no false ideas of his ability to serve the particular territory to which he is assigned. If he lacks capacity to serve his prospects in their needs efficiently, and finds out in advance what he lacks, his prospecting of himself likely will indicate the way he can supply what he lacks.

When prospecting to discover the needs of your territory or of individual buyers, do not misconstrue the meaning of "needs." *A man needs whatever will do him any kind of a service.* Not all needs are necessity-wants. For example, there is a need for music in homes; yet homes can get along without having musical instruments. When you ask yourself, "What does my territory need, or what does this individual need?" put the question in a different form. Think, "What will render him a service?"

With that idea you will conduct your prospecting on the highest possible plane. You will not consider any man a real prospect unless you are convinced that you can serve him with your proposition. It is not true prospecting to seek only for people who might be induced to buy. That is looking at your field with the eyes of narrow selfishness. Your selfishness must be enlightened. You

The Selling Process

must realize that to sell any man what will not give him adequate service is poor business. *You should seek for men you can satisfy*, not take chances of leaving dissatisfaction behind you after the sale is closed.

Remember that you are not selling goods. As was demonstrated in a previous chapter, you are selling *ideas about goods*. If you bear in mind that distinction, you are not likely to go amiss in your prospecting. Many times it will be necessary for you to sell a prospect first the idea of a need which he never has realized. In fact, *almost always the first idea you must sell to a prospect is that he needs your goods; then you sell him the ideas of possession of the goods*—you show him how he would enjoy the goods or benefit by having them.

Selling
Ideas of a
Need

A certain salesman for a paint manufacturer had a town in his territory which looked shabby, for lack of paint. Nearly everybody left his house or place of business unpainted; because his neighbors did. This salesman prospected the whole community for its needs. He then went to the leading hardware stores, explained the benefits to a town of being bright and spruce in appearance, and pointed out to these hardware men the part paint had in making a town look its best. He secured their co-operation in a campaign for civic uplift. They promised him the paint orders if he could create an exceptional demand for paint.

The Selling Process

Next he went to the newspapers and frankly stated his purpose. He said he wanted paint orders, *but that he wanted them only because paint was what the town needed.* He proved the high standing of his company, and the editors took hold of the idea. A "Paint Your House and I'll Paint Mine" wave of enthusiasm swept the town, as a result of the educational articles in the papers, written largely from material the salesman supplied to the editors. A boom in paint sales resulted. The salesman secured a large volume of business and built up a steady trade in that community. He prospected the whole town, not just the needs of a few particular individuals.

Prospect
Consumer
Needs

The illustration suggests another point that is important. *When he prospects, the salesman should always have in mind the ultimate consumer of his goods.* If you are selling to a wholesaler or to a retailer, do not prospect *their* needs, but the *needs of their customers*, first of all. Then you will know just what the dealer needs. Very likely the first of his needs will be for some actual knowledge of the conditions in his own local field. He probably won't realize the possibilities of his market. *Educate yourself in needs by your prospecting; then pass on what you learn to the buyer.* Thus you do him a genuine service at the outset of your relations. Always keep before you the object of true Prospecting which is SERVICE—the central purpose of all the steps of right salesmanship.

The Selling Process

If you hope to succeed as a salesman, you must regard your occupation as more than a job. *It is essential that you be dedicated to SERVICE in salesmanship.* You know that no other work is so satisfying as yours; though you do grumble about it occasionally. You sometimes think it is harder than any other work in the world. Once in a while you wish you had an office job. You are very apt to have that longing when you get footsore and weary but don't get any orders.

Remedy
For Weariness

There are two ways to remedy weariness. Most people take into consideration only one—the *cure*. But the wisest man adopts the measures of *prevention*. The average salesman who has a bad, discouraging, weary day returns to his room, gets a good night's sleep, and goes out next morning determined to retrieve what he lost the previous day. We are inclined to admire him for his comeback. It is commendable, no doubt. But working that way is not highly efficient. The salesman who does *not* get tired, who feels *fresh* after a hard day's work, who *doesn't fail* one day and succeed the next, is far the better salesman.

Prevent turn-downs by efficient prospecting. Eliminate the element of luck that makes your sales record spotty. Steady yourself in your selling by conserving your selling time—prospect so well that you'll approach a man with confidence and not in a state of uncertainty as to his needs. You get tired now. Nevertheless you must do

The Selling Process

more work every day, instead of less. You need to do more walking, to spend more hours at work. Without encroaching on your hours for actual selling, you must take more time for prospecting, which is tiring. How are you going to do it?

Reservoir of
Surplus
Energy

Why, by having more physical and mental energy to start with, of course! Don't think that because you are all used up at night, you must work less. *Start each day with more than enough energy to last you through.* You have only a faint idea of your energy capacity. You think it is limited, because you play out before the end of your day. Along in the afternoon your pep is all gone. So when you get done actual selling, you drag back to your room, too tired to prospect.

Very likely you regarded Theodore Roosevelt as a superman in energy. He was mixed up in everything. He seemed to have time to do a million things and to be a dozen places at once. If you had followed him for a week, you would have had to ride on a stretcher most of the time after the first day or two. "Teddy" never seemed to get tired. One hardly could imagine him asleep. *He was prospecting all the time he wasn't actually selling his ideas.* No man in America knew his territory and his prospects so well as did Roosevelt. He stayed on the front page of the newspapers, year in and year out. We often asked ourselves, "How can he do it without killing himself?" But he did the work of half a dozen men

The Selling Process

and got fat on it. Several years ago he had to put in a fortnight at a flesh-reducing sanitarium. On leaving he revealed that he had been handicapped for many years by having only one good eye!

Roosevelt would have been regarded as almost an old man, long before his death, if he had lived like ordinary people. But he was as lively as a colt all the time. Why? Perhaps you say he had an iron constitution, and that the ordinary man should not be expected to do all that Roosevelt did. Grant that he had an iron constitution. *Where did he get it?* If you have read his biography, you will remember that when he was a young man he was a puny, weak specimen and had to go out West and live on a ranch to build up his health. He was skinny and frail. Later he became chunky, plump, and strong. Roosevelt was not satisfied with the constitution he was born with. *He made it over to suit his needs.*

Example of
Roosevelt

There is a lesson in the life of Theodore Roosevelt for the salesman who gets "all tired out" selling. If "Teddy" had gone the rounds with that salesman, *he* wouldn't have been dragging his feet when he returned from calling on a dozen customers. He'd have been on edge for more to do, not looking for an easy chair to flop into. If a man sixty years old, who started his career as an invalid, could keep up the pace, a younger man who lives far less strenuously should be ashamed to get tired out selling. When his calls on customers all

The Selling Process

have been made, he should feel "bully" as Roosevelt did, and be eager to work at prospecting.

Prospecting
Is Major
Work

It is a mistake, in the first place, to relegate prospecting to a place of minor importance in salesmanship. *Prospecting is major work, just as essential as any other part of selling.* In planning for your work, you should include time for prospecting, without reducing at all your hours of actual selling. Remember that you are prospecting for *yourself*, and then overtime work won't seem slavery to you.

The salesman should be on the job twenty-four hours every day. That is, *he should employ all his time in ways that will help him in his selling.* Assume that there are eight hours a day when he can find buyers and make selling calls, he certainly would be unjust to himself if he should spend less than a third of each day in hustling for orders. Another eight hours should be spent in recuperative sleep, with fresh air and an easy mind to help the process of rest. All the remaining third of the salesman's time is available for prospecting.

But shouldn't he have any recreation? Certainly he should. That is as necessary as sleep. Recreation, however, is not the same as vacation time. The salesman should not vacate his job when he is not engaged in actual selling. *Rightly done, prospecting is the finest kind of recreation after selling.* Even when one is out "enjoying himself" in a proper way, his primary thoughts

The Selling Process

always should be close to his job. His eyes should be open to opportunities; his ears listening for ideas about needs. *If a salesman is really dedicated to his vocation, every experience he has will impress him in its relation to his work.*

If the salesman is inclined to chaff a bit with the waitress in the hotel dining-room, he'll find it just as much fun to learn things she knows about business as it is to discover her opinion of salesmen in general and in particular. A certain salesman for a leading millinery house relied on dining-room waitresses to keep him posted on the trend of styles in the different towns he visited. These girls saw the hats of women who attended dinners and other social functions at the principal hotels on the salesman's route. The salesman quizzed the waitresses about a subject that interested them. Then, having prospected the town at second-hand, the well informed salesman called on merchants. He was able to show them what they needed, often before they realized the situation themselves. Incidentally, as a sort of by-product of his prospecting, that salesman received the respect instead of the contempt of the waitresses with whom he sought acquaintance.

Prospect All
The Time

Intelligence, of course, is a necessary quality in prospecting. But if a salesman lacks that, he either should correct the fault or quit selling. Intelligence is not the same as education in matters found in books. *It is capability in understanding and per-*

The Selling Process

ceiving. Nearly every salesman is equipped with intelligence, but there are only a few who *use* any considerable part of their intelligence. This is especially noticeable in their prospecting. For some reason many salesmen appear to be afraid to use brains in prospecting—maybe for fear they won't have enough left to sell with.

Intelligent Health

Intelligence indicates the necessity for the right physical basis of salesmanship. A salesman unquestionably needs *more than average* good health, vitality, energy, endurance, and real love of work. Yet a very small per cent of salesmen use the preventive method for "that tired feeling." We are dwelling on this subject now, while we consider prospecting, because *the average salesman either is too tired to prospect at all, or does his prospecting when he is tired.* He plans to be fresh for his actual selling, but neglects the physical basis when he considers prospecting.

It is a common delusion that we are *limited* in the amount of brain energy and bodily energy we can bring to bear on our day's work. Psychologists of the keenest ability declare we don't employ one-tenth of the brain energy we can hold without getting the swelled head. In other words, if a man kept his brain in training as Roosevelt kept his brain trained, he would not get brain fag, for he would do only one-tenth as much thinking as he is capable of doing. Eminent scientists declare that *the average man can easily double his physical energy.*

The Selling Process

Now let us suppose a case. Here is a salesman who gets so worn out with the toil of selling that he has to stuff himself with a heavy meal; then rest up by lolling in an easy chair with a fat cigar, and maybe a drink or two under his belt. Afterward he stretches wearily and writes up his orders. Then he hankers for amusement to divert his thoughts from buyers. So he goes to a show, or sits up half the night playing poker. Saturday nights he tells his wife what a dog's life a traveling man leads and she sympathizes with him because he is "all in." That fellow is a poor prospector invariably.

The Poor
Tired Sales-
man

It is possible, however, for him to reform. *Weariness is a disease.* It can be cured in your case if you have it; and by proper methods of prevention you can make sure you won't catch it again. Let us suppose that a salesman realizes *he* is the loser by his inefficiency, not the house that pays him. Suppose he takes a tumble to the fact that in overlooking prospects, he is passing by chances to put money in *his* pocket. He makes up his mind to accomplish more for *himself* every day. But how should he go about the job?

Right here many salesmen start on the wrong track. They overwork themselves trying to make up for lost time. *The correct procedure is to increase their energy first, in order to have more to use.* Salesmen build up health to start with, if they are intelligent. The highly efficient sales-

The Selling Process

man needs to be an athlete. His muscles should be hard. He should carry no excess weight. His blood should be clean and his circulation perfect. *He should be healthier than the prospects he meets, and have more energy than any day's selling will require of him.* That kind of salesman will be able to make more selling calls in eight hours than the fellow who is below par physically; and then feel fresh for prospecting.

You Need
Not Be Tired
Out

A salesman who gets fatigued in the doing of a full day's work is to blame for his weariness. He has no proper excuse in that for neglecting prospecting. If he does his duty by himself, if he plays square with his house, he practically never will run out of endurance. *It is not necessary to be tired.* Nature does not skimp us in either mental or physical capability for the doing of our work. Nature provides an average man with a superabundance of energy capacity. The trouble with our storage batteries is that we keep them only partially charged.

Accept no excuses from yourself for failure to prospect. Instead fit yourself for doing twice as much physical work and ten times as much mind work as you are doing now, unless you already have raised your efficiency and don't need this urging. It will be time enough to say you are "all in" when you really have put *all* of yourself into your work.

The Selling Process

Spur yourself with the zest of ambition. Realize that your territory is your field of golden opportunities. If you were in a new gold-mining country where nuggets were to be had by looking for them, you would not be too weary to search every minute you were awake. The opportunities in your territory are pure gold. They are everywhere about you. But don't wait for them to come and knock at your door. It is true that Opportunity knocks at a man's door but once in a lifetime—that is when he is given the privilege of being born. *After that the place to look for opportunities is wherever you are.*

Tirelessly
Look for
Gold

Get yourself into the right attitude toward prospecting. Realize that you cannot be a thoroughly successful sales-Man if you lack Man capacity at the very outset of the process of selling. Resolve that you will serve buyers with knowledge of their own needs, and make yourself over so that you will be capable of collecting that knowledge of needs. In so doing you will be rendering yourself as a salesman the greatest possible service. You will be bigger and better and busier on *your* job.

It is necessary to do prospecting *skillfully*, just as it is essential to be skillful in taking any other step of the selling process. One might ask questions for hours and not get results worth ten minutes of time. The Art of Prospecting is as important as Knowledge of what Prospecting in-

The Selling Process

volves. It would do a salesman very little good, in fact, to list just what things he wanted to find out, *if he were unable to learn what he wanted to know.*

Be a Likeable
Prospector

Since most prospecting involves getting information from people, it is evident that the art of prospecting is founded on the quality of *likeableness* in the salesman, which attracts people to him so that they will tell him things. We see a certain man and feel that we would like to talk with him. We wish such a man would speak to us. We are all ready to be friendly with him. If he were to ask us questions, we'd feel inclined to give our ideas. Then, again, there are men who repel us at sight. If they show any desire for our acquaintance, we do not respond. We would answer their questions briefly, without encouragement to the asking of more.

The salesman wishes to do his prospecting with the least expenditure of effort and of time. He wants to work efficiently—to be sure of getting the information he needs and not a lot of trash. He must be the dominating party when he seeks knowledge of another man. Yet he applies for a *favor*, not a *right*; so in order to be master of the situation it is necessary that he use a great deal of tact. It is important that he do not offend even a bore.

If a man is *likeable*, he can be direct and frank. It is not necessary to let a man talk an arm off

The Selling Process

you if you give him a chance to cut loose with his tongue. Know what you wish to find out, and hold your man to the point, without making him sore. Talk *with* him, not *at* him. Skillfully induce him to talk *with* you. Be cheery, frank, expressive, and sympathetic. But be a business man when you carry on a conversation. Impress the other fellow with the idea that you are not idling. Pay him the compliment of inferring that he has ideas worth your hearing on certain subjects. Don't argue to *poke* him out, but *draw* him out with your likeableness.

A certain amount of flattery in prospecting is not only ethical but inevitable. But that flattery should be less in words than in manner. When a man talks to you, you should listen interestedly whether you are interested or not. That will make him like you, for there are few good listeners in the world. In the smoking compartment of a Pullman be a listener, putting in a suggestion now and then to deflect the conversation. Ask no questions vaguely or without definite purpose. Seek knowledge. Even a fool may have heard a wise man speak, and may repeat wisdom to you.

Flattery and
Frankness

Never fear to be frank. Say that you are interested in certain things. You need not tell your business to every man you meet. But be open and aboveboard if you would seek to create in him kindly feeling toward yourself. A reasonable amount of directness and bluntness, if accompanied

The Selling Process

with a look or a smile of cheeriness, makes the other fellow friendly rather than the reverse. Men appreciate frankness in other men if it is expressed with courtesy.

Exchange Confidences

Very often a man will draw back into a shell of reserve if an inquiry is put to him without an explanation of the reason why the question is asked. *It is poor salesmanship to attempt to cross-examine people in prospecting.* Be frank in stating your object, and nine times out of ten the other man will reciprocate with frankness. Then you will know he is giving it to you straight.

It is important, not merely to get information, but to get *true* information. Therefore, by being likeable, induce your informant to like you. He then will be little inclined to lead you astray. Do not give him any impression that you have something up your sleeve. Be expressive, to induce expressiveness from him. State your own opinion without being at all dogmatic, and thus draw the other man out. Be sincere in your desire for the truth. *Try to make your prospecting conversation an exchange of confidences.*

Be a good mixer. Have a kindly attitude toward the world and the people you meet. Don't appear selfish. Be as ready to *give* as you are eager to *take* knowledge; but never *force* it on a man. Above all don't appear self-centered. Keep your conversation balanced and cheery. The salesman who is

The Selling Process

sharply inquisitive will not get inside the human nature of the people he seeks knowledge from.

You don't have to *buy* information in prospecting. In fact, if you prospect with only the appeal to the motives of the fellow who will *sell* you knowledge, you will make some poor bargains. Passing a man a cigar is a poor introduction to a conversation about prospects. In the course of your talk, when you are on a basis of friendly acquaintance, it may be proper to treat him as you would treat a friend with whom you might be chatting. Then a cigar may not be amiss. Usually, however, you need pay no more than likeableness for whatever you need in the way of information.

Of course you cannot be likeable *unless you like* Human
Sympathy
Important *other people*, genuinely. The *sincerity* of your kindness will warm the feelings of people toward you. If you are pretending to be friendly, you will betray yourself. *Therefore it is necessary to cultivate a real liking for your fellow men, or you cannot be a good prospector.*

Human sympathy is essential in good prospecting. Show the man of whom you inquire that you sympathize with his impulses and that you feel he will sympathize with your purposes. There is nothing mawkish or sobby about real human sympathy. The secret of true sympathy is to feel *with* the other fellow, not just to feel *for* him. He will perceive the difference, and will give you his confidence.

The Selling Process

Feeling with
The Other
Fellow

Recall the case of the salesman who converted a town to the benefits of paint. When he went about and called on the hardware merchants, he assumed that they were progressive citizens who would like to see their town look its best, who were regretful that it appeared so shabby. *He sympathized with their ideas.*

He didn't say sarcastic things about the weather-beaten houses and stores. He did not call the town names. He was sorry that a town which might as well be pretty was so plain. The hardware dealers had no inclination to resent his attitude toward their town. It was their own attitude, they found, when he mentioned it. They sympathized with what he said and with his purpose of improving the appearance of the houses and stores. He made no appeal on the basis of avarice for profits. The money the hardware dealers would make from selling paint was treated as merely an incident of the civic improvement. Thus the dealers were given the similar impression of the salesman, that he was thinking first of bettering local conditions, and of selling paint as a secondary matter. There was mutual sympathy of ideas.

The salesman can prospect either *clumsily* or *skillfully*. The first method is that of the crude salesman. The skillful salesman, while acting with complete sincerity at all times, employs *art* in order to produce the best effects while pros-

The Selling Process

pecting. A salesman may talk with a clever unspoken purpose behind every word, yet be perfectly frank in all he says.

The skillful salesman should entertain at times with his conversation. It happens often that strangers are chilly until warmed to geniality by the salesman intent on prospecting. When the salesman is an entertainer he should keep in mind constantly his purpose of inspiring liking for himself. He therefore should avoid any display of the smart-aleck variety in his conversation. The salesman who talks down to people on a lower level won't get any response of friendliness. Nor will he be likeable if he lowers himself by telling smutty stories. *The salesman who entertains with his intelligence will be liked and respected and will draw out information he seeks.* His cleverness will not be resented if it is modest.

It will be informative to cite a case of the wrong kind of prospecting, which would have resulted in failure if a good salesman had not prospected the sale anew. A syndicate decided that a certain little city needed a country club. These men got together and bought the best ground in the vicinity which was suitable for the purposes of such a club. Then they prepared all the plans for organization, laid out the golf course, got three or four architects' designs for the club-house, and proceeded to put their proposition before the people most prominent in social circles.

The Selling Process

Right and
Wrong
Prospecting

The program was fine. The grounds were ideal for the purpose. The town wanted a country club. The proposition the syndicate made was reasonable and businesslike. But the scheme was killed by the poor prospecting of the salesman selected to sell the idea. He missed entirely the element of the right "club spirit." Instead of starting with the idea of good fellowship, he made an appeal to the false exclusiveness of the leading clique of the town. Thirty or forty members were secured; then the campaign dragged, and finally fizzled. There were not enough prospects with codfish aristocracy notions to support the club. The salesman had come from a snobbish neighborhood and prospected from the wrong angle.

A young real estate salesman of the city secured a sixty-day option on the property from the discouraged syndicate. The owners thought there wasn't sufficient interest in the club idea to make their project successful. But the young salesman went about the town prospecting and learned the true feeling of people. He asked for suggestions and opinions, and gave none of his own. He found that there were twice as many men who wanted a country club as would be needed to support it. With that knowledge, he called them together in the opera house and warmed them with his friendliness, until they quit being chilly. He had assumed that there was a broad spirit of good-fellowship among the citizens, and said so. He practically let

The Selling Process

the meeting sell itself the country club idea. He only had to direct the suggestions. The club was organized enthusiastically and every membership was sold within a month.

The art of prospecting can be perfected only by practice of the right methods. As a painter acquires skill in the use of his brush, so can the salesman artist do his prospecting more and more effectively as he develops his talent for liking men. We all know salesmen who are continually given help in their prospecting by people they know. Those salesmen have grown to feel friendly toward their fellows. They engender responsive friendliness for themselves. They never lack knowledge, for they keep in touch with sources of information that have kindly interest in their work.

Friendly
Prospecting

Now, finally, remember in prospecting that your purpose should be the *service* of men who have *needs*. Bring to that service all your Man capacity. And serve your fellows in the spirit of brotherliness. You will not waste time, you will not follow cold trails or blunder down blind alleys. Don't "go it alone" through a world of strangers. Ask your way cheerily of *friends*. Prospect along the road to Prosperity.

CHAPTER VI

PLANNING FOR THE APPROACH AND THE AUDIENCE

The Third of the "Preparatory Steps" of the Selling Process

Thinking
head

IN order that we may not misunderstand our subject, let us make a distinction at the outset. We are not *making* the Approach, but *planning* it now. We are not attempting to *secure* an Audience, but studying in advance the *right ways* to Secure an Audience. In other words, we are not yet in the buyer's office, but are taking the last steps of our Preparation.

The subject of this chapter includes two *ideas*, but only one *step* in the selling process; for the salesman usually makes his Plan of Approach to a particular buyer and his Plan to Secure an Audience at the same time. Hence we consider both plans now.

In his preliminary preparation for selling, and in his prospecting, the salesman thought of the buyer as someone not *present*. In planning the approach and in planning for an audience, however, the salesman must take the buyer into consideration as if he were a *present factor*. Of course, the

The Selling Process

plans are made before the actual call on the buyer, but the salesman needs to take himself before the buyer, *in imagination*. All the details of the plans must be thought out with relation to their effect on the man from whom the order is to be won if possible.

For convenience we will separate our subject into its two parts and consider them separately; though in actual practice the salesman makes the two plans simultaneously, or at any rate combines them.

Intelligent *prospecting* of individuals usually gives a cue to the best plan for *approaching* those individuals. But often the salesman is able to do only *general* prospecting. He has to make the actual approach to a man of whom he knows next to nothing as an individual. Of course, the salesman should endeavor to get a line on his prospect's personality, but even when that is not practicable definite plans of approach should be made in various ways, ready for use when actual contact with the prospect gives the salesman a basis for selecting which particular plan he will employ in the given instance.

Approach to
Interest

By approach we mean, of course, the approach to the buyer's interest—the approach to his mind. The plan for the physical approach is the plan to secure an audience, which we are to study later in this chapter.

The Selling Process

Good First Impression

The salesman must exercise constructive imagination and see himself first as he will enter the presence of the buyer. But in this imaginative process the salesman needs to see himself, not with his own eyes as if he were watching himself in a mirror, *but as the buyer will look at him*. In planning for his approach to the buyer's mind, the salesman must give especial attention to the *first impression* he is likely to make on the buyer.

Many salesmen think of their approach as starting when they begin to speak of their business. But the buyer *looks* before he *hears*, and the impression made on the sense of sight is instantaneous. If the first impression is good, a good approach already has been started. If the first impression is bad—it cannot be neutral—the approach has been begun badly, and that handicap will have to be overcome later, which is a waste of the salesman's time and effort.

The approach of your personality to the mind of a buyer should command his respect before you say a word. If you have prepared to carry yourself like an American prince, you are sure to make a favorable impression at sight. You have come to do the buyer a service, not to ask a favor of him. Cringing or obsequiousness will make an unfavorable first impression. The salesman should plan to enter a buyer's presence as a courteous gentleman, without any suggestion of fawning.

In his attitude there should be nothing to indi-

The Selling Process

cate that he has come belligerently. *Selling is not a fight, but a co-operative process.* If the salesman is conscious of a real purpose to serve the buyer, he will make the approach of full confidence. *Therefore it is essential in planning the approach that the salesman consider how he may best impress the buyer very quickly with his service purpose in calling.*

The ideal approach is that in which the salesman carries himself so as to create a favorable first impression, and then follows up this impression immediately by saying something that puts at the buyer's disposal some point of knowledge which will be of especial service to the buyer. For example, in the course of the recent sugar famine a salesman for a wholesale grocery house made his approach by saying, "Good morning, Mr. Retail Grocer. I can furnish you a barrel of cane sugar today." Of course, that commanded interest at once.

Showing
Service

In planning the approach of his *personality*, the salesman imagines how his physical self will impress the buyer at first sight. So in planning the approach of his *ideas* to the mind of the buyer, the salesman has to imagine how various ideas are apt to affect the prospect when he first has them brought to his attention. If the salesman has learned by prospecting how the buyer is inclined to think usually, the best plan of approach may be worked out for the specific prospect. *But it should*

The Selling Process

be worked out, with variations, whether the salesman has any definite and specific clue to the characteristics of the individual or not. A good approach that does not fit the particular prospect is likely at least to open up some door of individuality which the salesman can turn to quickly with a modification of his plan.

Adapt
Approach
To Prospect

It is essential that the salesman plan for all the emergencies he can imagine; so that whatever condition he confronts when he makes the actual approach will not disconcert him. And he must be prepared to change his plan instantly if he receives any indication that he is on the wrong tack at the start. Though he be equipped with a whole repertory of approach plans, the assortment will avail him nothing *unless he is capable of perceiving the clues that suggest the especial adaptability of certain plans to the case of the particular prospect.*

The salesman, then, needs to train his mind in *alertness*. He makes his various plans of approach when he is by himself. Then he has plenty of time to perfect and shape them. He can memorize them all, and have them ready in his mind for instant use. He should be under no strain of anxiety. He should feel confident that he has *some* plan which will suit the prospect he faces. If he has made himself the sort of man who compels respect at sight, he need have no thought of the impression he is making, for that is sure to be

The Selling Process

good. He can concentrate all his mind in watchfulness to perceive indications of what is going on in the mind of the prospect.

It is entirely practicable for the salesman to become a mind reader, if he studies the functioning of the mind. We all recognize that the processes of selling would be much simplified if we could tell what the buyer is thinking. But usually we just *wish* for the power of mind reading and do not *work* to acquire it.

Alert Mind
Reading •

When a man *speaks*, we get his ideas indirectly from his words. So we do also when he writes his thoughts. In either case we have to read his mind, for his words may not be what he really is thinking. We can read his mind from other indications, too—often more accurately than we can tell what he really thinks when he speaks.

The preliminary training for reading the indications of mental action is the training of the salesman's senses to such a high degree that he will perceive signs which an ordinary observer would not notice. *All human impressions are received through the senses*, and it is remarkable how a sense may be developed. You have read of the astonishing capability of Helen Keller, who has been afflicted since birth by handicaps of sense lacks which usually would result in stunted mental development.

Every individual in the world differs from all other individuals in his sense development. You

The Selling Process

know that one man has a fine ear for music, and another is tone deaf. One has a very discriminating taste, and the man next to him seems to have a palate which makes few distinctions between different foods or drinks. This man sees like a camera lens takes a snap shot, in detailed pictures. That man takes a glance and can recall distinctly nothing he saw.

Senses Reveal Character

We are more or less familiar with the five common senses, of hearing, seeing, tasting, smelling, and feeling. But nowadays scientists recognize other senses we have which cannot be included in any of the five. We have a sensitiveness to heat and to cold. A weight put into our hands makes an impression on the weight sense. We have a sense of direction, a sense of pressure, a tactile sense—many senses we do not think of commonly.

All of us are aware of our possession of these special senses and we use them subconsciously. *What we do not realize is that these senses all reveal our characteristics.* A man is so constituted that *certain of his senses are predominant* in him. One man has a fine sense of balance which enters into everything he does. He balances his gestures, his words, his tones. He always seems to be dominated by an impulse to balance his ideas.

The buyer, of course, has his dominant senses. *If the salesman trains his mind in alertness, he will perceive some indication of the dominating sense of the buyer.* Perhaps the color scheme of

The Selling Process

the office will suggest how much colors influence this prospect. Or maybe the buyer will have his working tools arranged on his desk in balance—the inkwell exactly in the center of the blotter, or the pens laid evenly on the pen rack. Then again the salesman may find the buyer weighing in his hand a knife or a key or a pencil. Almost always there will be some indication of the sense which is dominant in that buyer.

If the salesman has planned his approach with the idea of making his appeals to *various senses*, even if he has no advance knowledge of the characteristics of an individual buyer, he is well equipped for selecting the right point of interest in that buyer's mind—*provided the salesman is able to perceive the indications of the dominant sense*.

Indications of
Dominant
Sense

Suppose, for instance, that a salesman is selling a richly illustrated subscription book. In the back are some gorgeous color plates of birds. The salesman perceives on entering the prospect's office indications that the prospect has a color sense strongly developed. There are pictures, or rugs, of many tints. Promptly that salesman turns to the very back of his sample book. He has read the mind of his prospect and gets inside with an instant appeal to the color sense.

An illustration of this sort, however, more properly should come under the subject of *Sizing Up The Buyer*, which is to be considered later. Now we are giving our attention only to the salesman's

The Selling Process

preparation of himself for making his actual approach. To summarize that preparation—he should *analyze his goods and his proposition for the purpose of determining in advance the different sense appeals he can make.* Then he should imagine the effect which each appeal would be likely to make on a buyer dominated by different senses.

So prepared with discriminative knowledge and constructive imagination, the salesman will enter the actual presence of the buyer later, alert for the indications of the dominant sense. *When he perceives what that sense is, he will know instantly what element in his goods or his proposition will appeal to that sense.*

It is essential, therefore, that the salesman recognize in his goods or his proposition elements that appeal to the senses. He must aim at the senses of his prospect. It is possible to make appeals to *all* the senses with *any* goods or proposition, generally speaking; though sometimes the salesman will have to be pretty ingenious to imagine how to make all the various sense appeals open to him. It will not suffice, however, to collect only a partial repertory, for the salesman needs to be prepared to make the appeal to the gamut of senses in order to be sure that he will not miss one or more dominant senses of the particular buyer he is to call on next.

Another great value of this preparation for the approach to the buyer's interest lies in the *novelty*

Adapting
Goods to
Senses

The Selling Process

of approach which the salesman can work out in advance. He will not be limited to the *usual* approaches, which the prospect is forearmed against. The buyer will be taken off his guard and the salesman's ideas will get into his mind before he realizes what is happening, *if appeals are made to him along sense avenues* to which he has directed no suspicion.

In order that we may get this idea of sense preparation clearly, let us take an illustration from life insurance salesmanship. This is cited because it suggests the ingenuity and resourcefulness which may be applied to selling even intangible things, regarding which the sense appeals must be wholly imaginary. Note especially that the salesman in the example planned to make *sense* impressions—not how he could *reason* ideas into the head of prospects.

Sense
Selling of
Insurance

A certain salesman of life insurance had studied salesmanship thoroughly, and became convinced that he could close more contracts with sense appeals than in any other way. He set himself the task of working out ways to impress all the various senses, in readiness to "test out" any prospect for his dominant sense. Here are some of the *sense* approaches he planned:

The approach to the sense of *sight* was planned with several graphic word pictures of families left in distress by the death of the bread-earner. These

The Selling Process

Using the
Gamut of
Senses

were pictures drawn in words so clearly that the prospect would be made to see them.

The approach to the sense of *hearing* was planned with accounts of the actual words spoken to a widow who vainly sought work with which to support herself. The salesman made ready to impress the *ears* of prospects with imagined sensations of distress such as a husband would feel if he could dream he was dead and that he heard his wife begging for a means to make a bare living.

Similarly the salesman planned appeals to the sense of *smell*. He prepared to describe the poisonous odors of reeking tenements, in which a poor widow might be forced to live.

Also he planned how he would describe the *taste* of dry bread and how the palate would crave for tasty food. He was ready with suggestions of the misery that follows when the sense of *light* is denied its due, in dark rooms. He pictured a *colorless* existence, in the drab, dingy surroundings and clothes of poverty. He planned how he would describe the rounded *form* of a well-fed child, and show that form changed to the angles of starvation.

He planned to show a woman *moving* about on the streets, in this *direction* and in that, begging for work. He conjured pictures of the widow and children *cold* in winter and *hot* in summer. He was ready to describe their loss in *weight*. He suggested how they would meet with *resistance*

The Selling Process

from the world. Then, in contrast with the *smoothness* of their lives while the bread-earner lived, the salesman prepared impressions of the *roughness* of their existence without the father. He planned to show the dreary *duration* of long days in a sweat-shop, the *noise* of railroad trains passing a hovel, and many other sense images.

Then in contrast he planned to show the pleasant opposites of these ideas of sense. When he was fully prepared with a repertory of sense appeals, designed to get inside the minds of prospects from all imaginary sides, the salesman started out to test the efficacy of his preparations. He persevered until he overcame his first crudeness. He learned to read the signs of the dominant senses of prospects. After a month or two he was able to judge pretty accurately the characteristics of the different people he called on. Sometimes he would have to "test out" a prospect's senses variously before he struck the right lead. But always he was able to determine some sense that was especially *sensitive*, and he concentrated on appeals to that, in the particular case.

Sensitive
Senses

For instance, he encountered a man who worked in the stoke-hole of a ship as a fireman. This man was proof against appeals regarding his family until the salesman struck the sense of cold. Then the prospect involuntarily shivered. His idea of hell was icy cold. The salesman worked on that until the prospect signed an application

The Selling Process

for insurance to protect his family from the cold to which he was peculiarly sensitive.

Affirmative
Sense Images

After he became expert in the use of the sense method, this salesman made an extraordinarily successful record. He nearly always got his man. Sometimes the application would be won by appeals of sense to fears or anxiety. *Whenever possible, however, the salesman made his appeals to hope and confidence, through sense images.* He pictured a widow and fatherless children maintained in comfort by insurance provisions for their welfare. The elements of their comfort always were shown through sense ideas as, *light* rooms to live in, *warmth* in winter and *coolness* in summer, and so on. Care was taken to make the sense ideas vivid. They were not *merely words*.

It is evident that life insurance salesmanship which carried out such *sense* plans of approach would be much more effective than the life insurance salesmanship that depends principally on tables of mortality statistics and other figures.

The very same method can be applied with even greater effectiveness to the sale of ideas about any goods or any proposition. The line you sell has attributes which will appeal to all the senses, either by comparison or by contrasts. Reshape your plan of approach on the *sense* basis, and prove by results the power of the *sense appeal*.

Let us assume now that the salesman has perfected his various plans of *approach* and is ready

The Selling Process

to make his effort to secure an *audience* with a prospect. Of course he should have this step all planned out as best he can, before he calls on the man he intends to sell.

We realize that *the best salesmanship in the world will be useless if the salesman cannot get at the prospect*. Therefore it is important to make plans in anticipation of difficulties that may bar the way to the buyer's office. The salesman who relies on the inspiration of the moment to gain him admission to the presence of the man he wants to see, is taking long chances of running short of inspiration at the critical moment. It is better to go to the buyer's office thoroughly prepared.

Planning
To Reach
Prospects

One of the very best ways to get inside is to take with you the "Introduction" key. It will unlock any strange door, and usually admission will be granted after the door is unlocked. Yet few salesmen avail themselves of this great aid in selling, to the extent that they might use it.

Statistics are not available to determine the percentage of refusals to receive the salesman which cuts down the average of his daily interviews, but we know that the salesman is frequently balked at the outset of his selling effort. He can't reach his man. This is especially the case with the big buyers, who are fenced about with clerks and private secretaries. The closed gate must be opened somehow. The average salesman is able to do himself justice if he once reaches the pres-

The Selling Process

ence of the man he wants to sell. Hence it is vitally necessary to plan how to secure an audience. An introduction will accomplish the desired result better than will any other means. The salesman therefore should be equipped with this key whenever possible.

Introductions

The true salesman never forgets that his is *a mission of service*. With this consciousness he seeks introduction; not with the purpose to worm himself into a prospect's presence, but so that he may walk in straight and well-accredited. He does not beguile people into giving him letters of introduction. He asks for them frankly, stating his object convincingly. He makes no request for a *recommendation* of himself or of his proposition, unless the circumstances warrant him in believing that the person from whom he desires a letter would be willing to recommend him. The salesman just asks to be *introduced*.

If this distinction were thoroughly appreciated by salesmen, they would be able to get introductions to all the important buyers in their territory. Every buyer has friends and valued acquaintances. It is not hard to learn who they are. When a salesman anticipates difficulty in reaching a big man he should make a point of getting acquainted first with someone who knows the big man. Then, if the salesman takes care to make a fine impression, it will be easy to request, "Just give me one of your cards, please, and a word or two to Mr.

The Selling Process

Buyer. I'll appreciate it very much, as I shall be calling on him this afternoon."

If such a request is spoken with the confidence of a man who knows he means to serve the buyer, it will not often be refused, though it be made to a man the salesman has met only a few minutes before. The magic words, "Introducing Mr. Salesman," written on a card by an acquaintance of the buyer, will help incalculably in getting an audience. Sales managers differ regarding the advisability of the salesman's sending in his own business card to a prospect when he requests an interview, but there can be no question about the advantage of using a card of introduction from someone else.

Business Cards
And Letters

The letter of introduction is more valuable than a card, of course. When it can be obtained from a personal or business acquaintance of the prospect, it is well worth while to take time and get it. And when it would be impracticable to secure such a letter, the salesman's house should give him a letter to each important buyer in his territory, rather than expect him to use a card when making his calls.

This letter of introduction from the house should be merely a letter of *introduction*, and not an attempt to do part of the selling by containing any recommendation in specific words. When a house of good standing—and the salesman should not work for any other kind—issues to one of its trav-

The Selling Process

eling representatives letters of introduction to the principal buyers in the salesman's territory, it pays a courtesy to both the buyer and the salesman in each letter. Courtesies always make good impressions. The letter should be brief. It is sufficient to say, after addressing the buyer by name and title, "Dear Mr. Smith: This will introduce Mr. Thomas Brown, who represents us. Yours very truly, Jones & Company, by Edward Jones."

Effect of Letters

Now what is the effect of such a letter of introduction? First, the salesman is able to present himself in the outer office as one who has a *right* to seek admission to the sanctum. The office boy or a clerk will be unlikely to snub him or to attempt to hinder him. Nine times out of ten a letter of introduction will be carried without any question to even a big buyer; though a calling card would be scrutinized suspiciously by underlings. Second, when the buyer gets a note of courtesy, signed by the head of the salesman's house or by someone of high standing in that house, he feels an obligation of courtesy in return. He may not think of the salesman as his business equal, but he will recognize the business equality of the man whose name is signed to the letter. A refusal to see the salesman would be a snub to his official superior. Therefore the chance of discourtesy is minimized. The salesman is much more likely to secure an audience than he would be if he just sent in a card. Third, the salesman is dignified by a

The Selling Process

letter of introduction. He is made to appear as a real ambassador of commerce and does not create the impression of being a peddler.

The combined effect, therefore, greatly improves the salesman's chances, not only to see his man, but to impress him well when the interview is granted.

Such letters of introduction can be used only once with any buyer, of course. *Hence it is important that the salesman make such a good impression the first time he calls that he will be welcome to come again.* The value of the letter of introduction must be appreciated, and the salesman must live up to the most that could be expected of him by the prospect. It happens often, unfortunately, that a salesman uses a letter of introduction as a sort of jimmy, and makes himself as undesirable as a burglar, after he gets into the buyer's office. *The letter of introduction just gives the salesman an opportunity to demonstrate the kind of salesman he is.* If he is the wrong kind, his first visit will probably be his last. But the right kind of a salesman, after once being received by a buyer, will find the bars down the next time he calls. The time to plan for the second audience is *before and during* the first audience.

Earning
Future
Welcomes

We will not consider here how to get into the sanctum again, after having been received once. *A good salesman needs no better introduction for his second visit than the impression he made the*

The Selling Process

first time he called. After that his name or his card should suffice to secure an interview.

Anticipate Refusals

It is improbable that a salesman equipped with the best letter of introduction he can obtain will be denied admission to a buyer's presence, but often the salesman calls without any letter. He sends in his name and the office boy brings back the buyer's refusal to see him. What is the salesman to do then?

If the refusal is a *surprise* to him, if he is taken unawares, the salesman will show that he is disconcerted, very likely. And the office boy will grin at his rebuff. But if the salesman has prepared himself for a turn-down—for various kinds of turn-downs—he will be ready with a quick comeback. All of us can think of things we might have said, *after* the time when saying them would have done us any good. These after-thoughts are ineffective. *The salesman should think ahead and be "loaded."*

The curt refusals, *refusals of any kind, may be anticipated pretty accurately.* Buyers who don't want to see salesmen with whom they are unacquainted, use certain stock expressions almost invariably. They send out word that they are "too busy"; or "don't need anything in your line"; or similar familiar messages of rejection. *The salesman should plan to utilize such habitual refusals, to make an impression that he is an exception.* He should realize the state of the buyer's mind and

The Selling Process

feelings, and should plan a come-back to every stock rejection, *which will create respect and not be an exasperation.*

The salesman is advised and coached to be persistent. That is proper. But his *persistence should* not appear *insistent*. It never pays to nag a buyer into granting an interview. *Therefore the salesman should make all his plans to get inside the sanctum, from the standpoint of the buyer.* His object must be to create a *desire* to see *him*, no matter how many other salesmen have been barred out. The best way is to make an impression of the *service* he has come to render the buyer.

Plan from
Prospect's
Standpoint

When planning to secure audiences the skillful salesman will anticipate being turned down outside the inner door. He will think, "How can I come back at this refusal to see me, or at that excuse?" If he plans just to use some ruse to get in, he probably will be balked and will cause definite antagonism. *Such plans are wholly selfish, and are made from the standpoint of the salesman.* The shrewd buyer is familiar with most ruses and outwits them. But he finds the offer of *real service* to him difficult to reject. It must be genuine, of course. He will smell the fake.

The buyer who sends out word that he "doesn't need anything today," is sincere in believing that his wants are supplied. The salesman has no business to make a call there, however, unless *he* believes that he *can* serve that particular buyer

The Selling Process

in some certain need. The buyer may not realize his own need, but to the salesman it must be a very real need. In planning to secure audiences after being rebuffed by the message that the buyer doesn't need anything, the salesman must devise ways of suggesting the actual service he has come to perform. He must have some message at his tongue's end in readiness to send back to the buyer who turns him down through a subordinate. Of course he should have a variety of come-backs, all at command, and all definitely planned in advance for emergencies.

Service Come-back

A very successful salesman made a practice of keeping in closest touch with the market conditions in his trade. When a buyer sent out word that the salesman would not be received, this salesman immediately sent in word something like this, on a card, "I have not come to sell you any goods today, but to give you some information about trade conditions in which you are especially interested."

Nearly always this would get the salesman inside the sanctum. Then he would not sit down unless invited to do so, but would at once give the valuable information he had. He scrupulously refrained from any suggestion of a purpose to sell at that time. But, having placed the buyer under obligation to him with the information service, the salesman requested an appointment at a later time to consider his proposition. It seldom happened

The Selling Process

that he was refused. Indeed, the buyer usually would propose that they talk right then and there.

It is evident that *the salesman who comes prepared for difficulties will be much more likely to overcome them.* The time when actual selling can be done most effectively is limited. When an interview is refused, the salesman loses time he might have used for actual selling. *It is important to conserve that time. No salesman is efficient who is turned down often before he sees the buyer.* Such advance failures can be guarded against so well that they will become infrequent instead of common.

Guarding
Against
Turn-downs

Also there is no need for being thwarted by subordinates. No matter how effective may be the fence of clerks and assistants, in keeping *ordinary* salesman from the big man in the sanctum, the *skilled* salesman will not be barred out.

Subordinates, especially private secretaries, should be studied by the salesman who expects to call on many big buyers. He should plan how to deal with them. He needs to have worked out definite policies for handling clerks and office assistants. Too many salesmen ignore the importance of the subordinate. He is put into his position as an aid to the buyer. He is given a place of more or less trust, and realizes his responsibility. When he is treated as if he were beneath the notice of the salesman, he resents the attitude of the

The Selling Process

caller, and is apt to become impudent or antagonistic in some other way.

Handling Subordinates

The salesman should try to place himself in the places of the subordinates he meets, and see the situation from their standpoints. He should plan to meet every clerk or underling with recognition of the authority and responsibility of that person. Fawning or obsequiousness will make wrong impressions on a subordinate. But courteous friendliness and the bearing of equality will make right impressions.

The equality recognized is just man and man equality—such as the law recognizes. It is not a social question, and the salesman need not adapt himself to the social status of the different subordinates he meets. *He simply should treat them all with respect, and act as if he expected their respect in return as a matter of course.* The salesman cannot assume a *false attitude* of respect for subordinates. He must *feel it sincerely*. He must have a real feeling of friendliness to them and to to all mankind, as his equals.

An artificial smirk on the face of the salesman who is met by a clerk in the outer office of a buyer, won't help to get that salesman inside the door of the purchasing agent. But a smile of genuine cordiality is almost sure to warm reciprocal courtesy. Stenographers are pleased when they are shown deference as ladies. Clerks like to be treated as gentlemen. These subordinates have con-

The Selling Process

siderable influence. Often they are able to do a salesman a good turn if they feel so inclined. As frequently they can hurt his chances. It is worth while every time to look at an underling with interest, instead of staring over his head. It pays to let him or her see into your eyes and learn that they are sunny eyes.

It is particularly important that the salesman be able to deal successfully with private secretaries. Private
Secretaries They have very real influence for good or ill. It is their business to protect their employers from intrusions and wastes of time. But the salesman who is convinced of his mission of real service will not think of himself as an intruder and a waster of time. Conscious of his right to seek an interview, he will be able to bear himself in such a way as to impress on the secretary the idea that he has a *right* to see the big man.

Secretaries are instructed to learn the business of callers. That does not warrant them, however, in assuming the right to transact business in their employers' stead. The secretary usually is careful not to exceed his authority. When he asks questions of a salesman, the salesman should remember why the queries are put. They should not be resented. Such as are proper, which are asked to protect the big man from impositions, should be answered frankly and freely. It is a mistake to dodge, for that will excite the suspicion of the secretary. If a question is asked which relates to

The Selling Process

matters the salesman feels he should take up directly with the buyer himself, the salesman should say courteously that he wishes to speak with the big man on that matter.

A private secretary deals with many callers of big-man size. *He will respect any salesman who presents himself with evidence that he is the caliber of the people the buyer is accustomed to seeing.* The truly big salesman is not apt to be domineering or self-assertive. He has self-respect and shows it unobtrusively. He treats the private secretary as his equal for the purposes of their contact in the outer office, but he avoids any suggestion that he is trying to curry favor. He acts merely as if he felt *entitled* to have the buyer himself pass on the question of his admission. Few private secretaries will risk refusing an audience to a man who seems entirely confident of his right to ask it.

The salesman must be prepared with *courage* when he enters the office of a prospect. His courage must be second nature, not just bolstered up for the occasion. He must feel free from any sense of apprehension. This prospect is a buyer. He could not exist if he did not buy what he needs. Someone will sell him the things he requires. If the salesman is conscious that he will be able to perform a real service for this particular buyer, he will be courageous. *That consciousness of courage is to be developed before the interview is sought.* It

Courage
As Second
Nature

The Selling Process

is just consciousness of the power that comes from being right.

Unless the salesman can create the impression of courage when he enters an office, he is apt to be turned down by an office boy or a mere girl. *But everybody in the world admires the truly brave man.* The harshest, most cranky buyer will be impressed with courage in a salesman, and will treat it with respect. Buyers naturally show contempt for salesmen who fawn upon them or are over-obsequious. But in only the rarest cases is a salesman with true courage insulted. Therefore courage should be acquired in advance. It should become natural to the salesman. *He should make a practice of facing all difficulties of life bravely.* He should train himself to be courageous.

Practice
To Develop
Bravery

We meet a fellow pretty often who submits to browbeating by anyone that chooses to impose on him. In a Pullman smoker a salesman lets another salesman domineer over him in the discussion of business or politics. The timid salesman says, "Yes, yes," when he thinks "No." It is not necessary to get into wrangles with blowhards, but they are excellent material to practice on for the development of courage. All of us meet people every day who challenge our courage. Accept those challenges. Show courage. You have nothing to lose by being brave when you talk with another man. That does not mean swaggering. Courage does not carry a chip on the shoulder. But just

The Selling Process

realize that you have a right to your opinions and don't knuckle to another fellow who differs.

A young salesman who had trembled every time he called on a strange buyer made himself courageous by making a practice of stating his opinions honestly on every occasion he had when he was with people to whom he did not need to give any thought afterward. If a man said to him in a street car something with which he did not agree he said so frankly. Within six months that timid salesman had learned from experience that there was no one he needed to be afraid of. He built up self-respect and courage; then when he called on buyers, he felt no fear.

Avoid Taking Missteps

It is not necessary to learn from dear experience how *not* to approach a buyer and how *not* to seek for audiences. These missteps of salesmanship may be avoided from the beginning by thorough preparation and forethought. *Before the salesman begins making mistakes is the time to begin selling the right way.* The time spent in preparation will pay dividends throughout a salesman's career.

Right preparation, before the first word is spoken to a buyer, will increase a salesman's batting average at least one-half, and is likely to double his percentage of efficiency. Therefore get ready before you start if you hope to go far.

CHAPTER VII—

SIZING UP THE BUYER

The First of the "Presentation Steps" of the Selling Process

THERE is an old motto, "Be *sure* you are right; *then* go ahead." But the motto is incomplete. The converse of the rule should also be stated, in two ways. "When uncertain whether you are right or wrong, stop, look and listen." Also, "If you are sure you are wrong, back up." Stop!
Look!
Listen!

All the while a salesman is making his presentation of his proposition, he needs to know as accurately as possible what effect he is creating. If the mental machinery of the buyer were visible to the salesman, he would watch it functioning and adapt his selling tactics accordingly. But the mind cannot be seen. Only its reflex actions on muscles can be observed. So the salesman must get his knowledge of what is going on inside a prospect's head, by noting and comprehending the significance of the outward indications of mental action.

We know that there are but three media by which ideas can be transmitted from one mind to another mind; words, tones and movements.

The Selling Process

Hence the salesman can learn what his prospect is thinking only if he is able to tell what is the *real meaning* of the words and tones he hears and the actions he sees. The process of sizing up the buyer, therefore, is double. The salesman must not only *perceive* the different words, tones and movements of the prospect; but also must *trace each back to the mental action of which it is a reflex*. It is not enough to note accurately all the buyer says and does. That is just the first half of the process. It is essential then to *interpret* the words, tones and movements accurately.

Perception

Let us consider first the important element of *perception* in sizing up the buyer. Later we will give our especial attention to the *interpretation* of what is perceived.

At the outset we need to draw a very clear distinction between what the buyer pretends to be thinking and what he really is thinking. The untrained salesman sizing up a buyer is apt to be fooled by artificial devices employed by the prospect for self-protection against the wiles of salesmen. Professional buyers especially grow into the habit of endeavoring to conceal or disguise their thoughts. The skilled salesman takes this characteristic into account. He therefore notes *all* indications of thought; then if he finds contradictions, he makes up his mind which indications are real and which are artificial.

The Selling Process

It is not difficult to make the distinction in most cases. The words, tones and movements which are employed *consciously* by the buyer are those he uses for camouflage, if he is in the habit of trying to disguise or hide his real thoughts. But no man can help saying or doing things that are governed by what is called his *sub-conscious mind*. *These are the manifestations of mental reflexes that the salesman can rely on.* So his own mind should be particularly alert to perceive indications that are not the result of the buyer's *conscious* mental activity. The buyer is sure to "give himself away" without realizing it, even when he is trying his hardest to make a contradictory impression on the salesman.

Real and
Make Believe
Signs

Suppose, for instance, that you call on a prospect who pretends to be very gruff and unapproachable. He has put on a brusque, even harsh manner. He scowls and talks in an unfriendly way. Are you to size him up as a "crab" because of these indications? His words and tones and acts that repel you show he is *conscious* of them. So he can pretend with them. Be alert to perceive the things he does *which are not intended to impress you, the things he does sub-consciously*. For instance, his office subordinates may disprove the buyer's artificial crabbedness. You notice that they do not appear browbeaten. If his office boy doesn't seem afraid of the boss, you need not be. Note the muscles that produce the scowl. Does the buyer

Sub-conscious
Indications

The Selling Process

have to *make* the frown; does it relax momentarily and have to be done over again; *or is it evidently part of his characteristic expression?* If the office subordinates of your prospect *don't seem* to be under a strain, and if the muscles he frowns with *do seem* to be straining to keep the scowl on his face, you will know that his manner, words and tones are artificial. You will not waste time and effort in attempting to *mollify* this buyer, for he isn't really a crab at all. You present an idea to him that you believe will stir his interest; instead of going through any preliminary "soothing process." He forgets himself and you are inside the first barrier he built to keep you outside.

Learn
Habits of
Thought

What a man says, the tone in which he speaks, and his actions, indicate not only what he is thinking *now*, but his *previous* mental processes. So his utterances and his movements should be perceived discriminatingly in order that the salesman may judge what are the *characteristics* of the buyer. The salesman wants primarily to learn what are the prospect's *habits* of thought. *What he happens to be thinking at the moment is of secondary importance; since he surely will revert to his habitual thinking later.*

A man is a complex organism. But he does not realize that. He does not analyze himself. The salesman, however, must start his sizing up of the buyer with comprehension of the necessity for *paying the closest attention to details.* Too

The Selling Process

many salesmen make merely *general* observations when sizing up buyers. General observation is likely to result in erroneous impressions. It is apt to be vague, anyhow, and leave the salesman uncertain of the characteristics of the man he is trying to size up.

Still, general observation of the prospect should not be neglected. *But it should not be relied on except to furnish clues which the salesman can check up with specific observation of the buyer. If the specific indications contradict the general indication the salesman should instantly abandon any first impression he may have received, and think of the buyer as specific observation reveals him.*

General and
Specific
Observation

The *general* observation made by the salesman in sizing up a buyer includes usually three factors: the prospect's place of business, his associates and the man himself. In most cases the average salesman will make up his mind from the evidence afforded by these three factors, and have an idea of the buyer which will govern his work throughout. Consequently if the salesman starts with a wrong idea based on general observation, he is likely to blunder along with it and fail in his selling efforts. *The trained observer, however, tests out the general indications by noting specific signs, and does not make up his mind until he has done this testing.* He is in no danger, therefore, of proceeding on a wrong hypothesis.

The Selling Process

Checking up Points

If the general observation and the specific observation agree, the skillful salesman knows he is right. If they disagree, he suspects that the general observation is misleading. He promptly tests out the point with another specific observation. If this confirms the first specific observation, he accepts the indication as truly significant of the characteristic of the buyer.

Now, what do we mean by specific observations? Let us illustrate. It is important to observe, for instance, the physical structure of a prospect. What do his head and face indicate? What do his shoulders and chest tell about him? Are any of his characteristics revealed by his abdomen or by his hands? We all know that when we consider these factors one by one, each makes an impression on our minds, a specific impression. At first glance we receive a general impression of the man, in which these details are merged. It would be unsafe to *rely* on that general impression, however; though it may be correct. But if we size up his head, his face, his shoulders, his chest, his abdomen, and his hands; and if our impression of him is not changed as a result, we have confidence in it such as we could not feel before. There are many other facts, of course, which should be observed specifically. But the six details mentioned illustrate the idea.

Suppose that the general impression was of a rather stolid, easy-going man. Let us assume that

The Selling Process

his head was ordinary, that his face was heavy, his shoulders rounded, his chest thick, and that he had the paunch of a hearty, big eater. But specific observation of his hands discloses that his finger nails are bitten to the quick. Evidently the general observation led us to the erroneous conclusion that this man is stolid and easy-going. The bitten finger nails prove that he is nervous and suggest the likelihood of irritability. It is necessary to readjust our size-up. If we proceed with the selling processes on a wrong hypothesis and treat this man on the assumption that he is stolid and easy-going, he is apt to fly off the handle and spill the beans.

The illustration demonstrates the importance of specific observation of details. *The master salesman trains himself to perceive items rather than aggregates.* The student of salesmanship should practice analytical observation at a glance. We know there are men who can look at a window display for a second; then turn their backs and name twenty times as many articles as an ordinary observer could recall seeing. This is the sort of an observation a salesman must be able to make. In the first few moments of meeting the prospect, the salesman has time enough to observe a hundred details, any one of which may give him the clue to the best way he can approach this buyer's interest, or warn him not to make a presentation that would lessen his chances for selling.

Perceive Items
Don't Rely on
General Effect

The Selling Process

First See Signs
Then Decide
On Meaning

Without knowledge it is impossible to arrive at correct conclusions. The salesman's first effort, therefore, should be to make his instantaneous collection of perceptions, rather than to decide what they indicate. He should keep his mind open for facts only the first second or two after he enters the buyer's presence; then when he knows sufficient details it will be safe for him to begin their interpretation. The size-up, of course, is not completed until the interview is over. So the salesman should be alert all through the various selling processes to detect any additional indications of the buyer's thoughts.

Don't Jump
To Conclusions

He should be careful, however, not to make mistakes. It is better to proceed cautiously with the known facts, even if they are few, than it is to jump to conclusions that may need to be retracted. Each new indication perceived in the course of the interview should add to the salesman's previous knowledge of the buyer; not subtract substantially from the size-up already made. Consequently as the sale proceeds, the salesman should feel surer and surer of his ground.

The object of the size-up is lost sight of by many salesmen. It is to make the salesman's work of actual selling as efficient as possible. In fact, that is the object of acquiring skill in all the various processes of the sale. This object is accomplished in two ways, of course. First, mistakes are avoided, with their dangers. Second,

The Selling Process

right methods are increased in effectiveness, with consequent advantages.

Probably you have read the Sherlock Holmes detective stories. They were fiction, of course, but there was a scientific basis for all the deductions made by the imaginary detective. No detail about a man is unimportant. Every word he speaks, every tone, every act is significant. Of the three media through which he expresses his inner self, words should be depended on least, tones to a much greater extent, and actions most of all, by the salesman making a size-up.

Sherlock
Holmes
Deductive
Method

Therefore, when you enter a prospect's presence, note everything that transpires and see everything that constitutes the setting for your interview. The inanimate objects in the office, the buyer's subordinates, and business associates, his bearing and clothes, what he says—all these, however, may mislead you. But if you study and analyze tones you will almost surely get valuable knowledge of the man. And if you perceive his muscle structure in detail, and each movement of a muscle that is observable, you will learn the truth about his characteristics every time. Not all of what is going on in his mind, of course, but plenty to keep you from missteps and to guide you in taking the right steps.

Size up Words,
Tones, and
Acts

Remember that the words, tones and movements of a buyer are only *symbols* of his ideas. It is necessary to *perceive* the symbols first; then they

The Selling Process

must be *interpreted*. The salesman, however, needs to make more than a psychological analysis of the buyer. It is necessary that he also be able to determine how he can *use or work upon* the qualities he discovers, so that his selling efforts may be facilitated and made most effective.

Two Parts Of Interpretation

Interpretation, therefore, involves two processes. First, the real meaning of a word, a tone or a movement must be read from the outward indication. Second, the salesman must answer correctly the question, "How can I *make use of* this quality or characteristic I have just learned this buyer possesses?"

Does this repeated subdivision of our subject seem to involve so many complications as to make a comprehensive size-up impracticable in the short time the salesman is with the buyer? If you think that, stop and convince yourself of your error. It is entirely practical to go through all the processes of making and applying the size-up within the few seconds that follow your admission to the buyer's presence, and before you commence your presentation of your proposition. Of course, the size-up does not stop then, but is continued all through the selling steps, for the purpose of increasing the knowledge first gained. You have read about men who thought they were drowning, or who were in mortal danger of some other kind. They describe their experiences and tell us that within a moment or two all their past lives flashed

The Selling Process

before their mental vision. Innumerable tests have proved the mind capable of such swift action that a detailed size-up can be made in the time it takes a salesman to cross the floor of an office to the buyer's desk.

But such rapid work is possible only as the result of mind training and practice. We have to make a careful analysis of our subject now in this book, and it requires considerable time to cover the ground. When we learn to use our knowledge tools, however, we will complete the job of actual sizing up with miraculous speed. We make size-ups every day when we meet people. You look at a man to whom you are introduced. Instantly, if you concentrate your attention, you get a definite, individual impression of him. That impression is not the result of a simple process of perception. *It is a composite of all your previous impressions of other men you have met.* Your eyes see this man. Your ears hear his voice. Your fingers touch his when you shake hands. But these sense impressions only make a photograph of the man you face. Your *mind* has gone through a complex operation that compares this photograph and contrasts it with ideas already formed. Your mind classifies the photograph and determines that this man belongs among the intelligent people you have met; or among the pleasant, or disagreeable, or other classes without number.

Making
Size-up
Quickly

The Selling Process

Habit of
Sizing-up
People Rightly

You know this is true when you stop to think about the size-ups you are accustomed to make. But your mind probably works according to a hit-or-miss method. Its operation is not controlled scientifically. However, it will be just as easy for you to make a size-up the right way as to make it the wrong way, provided you train your mind to work as you want it to work. The right way then will become a habit, just as the hit-or-miss way has become your habit.

Of course, it will take time to learn the new method, and you will be awkward in applying it for awhile. *But if you become an expert sizer-up, you will at least double your selling efficiency.* Put it another way. By keeping on with the hit-or-miss method *you are throwing away every day as much as you now earn.* That makes it a pretty expensive habit.

Three Essen-
tials of Mind
Training

It certainly will pay you to work out a mind training system. Let us summarize the essentials. First, the mind needs to be trained to *perceive instantaneously* a great number of specific indications. Second, it is necessary that it be trained to *relate these indications back to their mental causes*. Third, these qualities or characteristics must be *fitted into the salesmanship process* for the purpose of influencing the prospect to buy and to prevent him from thwarting the salesman's efforts.

Train your mind by constant practice until you are able to perceive details at a glance or the

The Selling Process

moment you hear a buyer's voice. (The sense of vision and the auditory sense are of principal value in sizing-up.) Then continue the training after *perception*, for the purpose of instant *translation*. Facility in these two steps of the size-up will be acquired readily, until the mind makes and classifies the picture of a buyer in a flash.

The third step, of *adaption to the present sale*, will not be taken so swiftly. It need not be completed instantaneously. You need to *get* the knowledge indications and trace them back to the mental characteristics that caused them, in a second or two. But it will take you considerable time to put your ideas to *use* in your salesmanship. As you proceed with your presentation of your proposition to the buyer, fit the facts about him into your salesmanship *in succession*. Thus you continually strengthen your effectiveness from moment to moment.

Adapting
Size-up to
The Sale

Now, let us illustrate this process of translating perceptions into characteristics and then utilizing the characteristics to aid in making a particular sale. Examples will be cited from actual selling experiences, and we will see how the correct principles of the size-up were applied.

A salesman of ready-made clothing was called upon by the head of his department to wait on the man described earlier in this chapter, the man whose general appearance might have misled the salesman into the belief that his prospect was stolid

The Selling Process

and easy-going. But the salesman made the specific observations that resulted in his specific perception of the bitten finger nails. Instantly the salesman decided that the buyer was nervous and apt to be irritable. The salesman had performed up to this point, you see, the first two processes of the correct size-up; he had perceived specific indications, and he had traced the most significant indication back to a mental characteristic. Then the salesman began to *apply* his knowledge so swiftly acquired and classified.

Soothing a
Nervous
Prospect

Gradually he soothed the buyer. He spoke in easy, conversational tones, avoiding abrupt changes of tone and sharpness of voice, anything that might rasp. His movements, too, were designed to quiet the nerves of the prospect. He chose words that would relax the mental tension of the nervous man instead of tautening his nerves. In short, the salesman treated his prospect in much the same way a nerve specialist would have prescribed.

Of course, the *adaption of the salesman's methods to this individual customer's characteristic* was of great aid to the salesman. It got the buyer into the right frame of mind, where his opposition was lessened and where his acceptance of the salesman's ideas was facilitated. The salesman continued the soothing process while he was bringing out suits for examination, while he was trying on garments, and while he was making suggestions. Not once was the buyer made tense.

The Selling Process

The sale was completed in about twenty minutes. The wife of the prospect, who was with him, remarked to the salesman when she and her husband were leaving, "This is the first time that Mr. Blank ever bought a suit without going to every store in town." The buyer himself shook hands with the salesman and said, "Whenever I want clothes again I'm coming to you."

Success from
The Size-up of
Finger Nails

The purchaser had no idea that his finger nails had anything to do with the satisfactory service the salesman rendered. But if that salesman had not noticed the bitten nails, the chances are he would have jangled the tense nerves of his prospect and the man and his wife would have left the store without purchasing, as the woman remarked she had expected to do when she came to the clothing department.

Another instance. A young architect learned that a newcomer in the town had bought a fine lot on a residence street. The architect wanted to size up the prospect's characteristics with regard to money, in order to judge what sort of a house would suit the stranger best. So the architect induced the prospect to go to the lot with him. There the architect dropped a penny on the ground. A minute or two later the lot owner caught sight of the penny. *The salesman, without seeming to be especially observant of his prospect, noted every movement of the lot owner, every expression on his face, every shade in his tones.*

The Selling Process

Prospect
Finding a
Penny

The prospect stooped to pick up the coin, made a casual jocular remark about finding it, and put the penny in his pocket. Then he continued his conversation with the architect. He did not suspect that he was being sized up, of course.

But the salesman of architectural service had learned just what he wanted to know. The property owner had made a close bargain when he bought the lot. This fact might have fooled the architect into considering him tight-fisted. But when the prospect simply picked up the penny and pocketed it, he showed he had just a business man's conception of the value of money. He indicated no miserly gloating over his find. A cent to him was a cent, nothing more or less.

Three Steps
Of Size-up
All Taken

The process of the size-up was divided into three successive steps, but all were taken by the salesman in a few seconds. First, *the salesman collected his indications from observing what the prospect did and said, in specific detail.* Second, *the salesman related the acts, tones and words of the prospect to characteristics.* Third, *the salesman fitted his acquired knowledge of the buyer into his sales plan.* He talked house designs that were neither skimped nor extravagant—such ideas as would appeal to a business man on the basis of their *value* rather than in relation to their *cost*. This young architect was given the order, in preference to older architects who were much better known, because he had sized up his man and determined

The Selling Process

what would appeal to him in values. Of course, in the instance cited the salesman produced the symptoms artificially. But the illustration suggests how the size-up should be made.

A caution seems advisable here. In the two examples considered, a single element of the size-up in each case has been referred to. You might receive the wrong impression that it is sufficient for the salesman to discover *one* clue to the workings of his prospect's mind. The two salesmen in the two instances cited continued to size up their prospects and found many other details that indicated characteristics which they could fit into their selling plans. The salient points, about the bitten finger nails of the one buyer, and the opinion of money which the other buyer manifested, were supplemented by additional knowledge gained through the continuing size-up. *The salesman should not overlook any clue that he might perceive; nor misinterpret any fact he learns.*

The first two steps of the process of sizing-up are comprehended rather easily, but there is more difficulty in fitting the facts to the salesman's plan with regard to an individual prospect. We know how to perceive. That simply means specific observation of whatever happens. We are able, also, quite readily, to trace an act, a tone, or a word back to the characteristic it indicates. But sometimes a salesman finds it hard to *use* his conclusions after he forms them.

The Selling Process

Turning
Negatives
Into Sales
Helps

He says to himself, "I know this buyer is phlegmatic, of the passive type, not very intelligent, inclined to narrow views of things, selfish and pessimistic. But what the devil good does it do me to know these things about him? They all indicate that he *won't buy*. I want to find out the characteristics (if he has any such) that will incline him *to buy*. My size-up yields me only negative qualities."

Now, the way out of that sort of a quandary lies through the transposition of the negatives into positives. It does no good to know a man's characteristics unless the salesman is able to *associate those qualities with buying motives*. Buying motives, of course, are positive; and even the prospect who bristles with negative characteristics has to do *some buying* in order to live. Every characteristic of the buyer which he reveals to the salesman sizing him up is suggestive of the motives that likely would govern the prospect *if he should buy* anything. No purchase ever is made by a normal human being, without a motive. And whatever a man buys, his characteristic buying motives will enter into the transaction.

Four Classes
Of Buying
Motives

Fortunately, in tackling this problem of *applying in the selling processes* what has been learned through the size-up steps of perception and translation, we do not have to unravel a complexity of buying motives. There are but four major classes of dominant buying motives, and a few subdivi-

The Selling Process

sions under each head will enable the salesman to cover nearly every case he encounters in his work.

The chart below comprises the four major classes and such minors as will suffice for all ordinary purposes of the average salesman. Let us go over the chart:

Major and
Minor Reasons
For Buying

1. Buying motives *as to business*
 - a. Desire of personal advantage.
 - b. Desire to increase influence.
 - c. Interests of house above personal interests.
 - d. Saving of time.
2. Buying motives *as to money*
 - a. Money making.
 - b. Money saving.
 - c. Love of spending.
3. Buying motives *as to physical nature*
 - a. Avoiding exertion.
 - b. Liking comfort.
 - c. Self-gratification.
4. Buying motives *as to higher nature*
 - a. Love of beauty.
 - b. Affection.
 - c. Love of service.

Now suppose we associate those negative qualities referred to a minute ago, with buying motives, and thus transpose them into positive characteristics. The prospect revealed himself as phlegmatic, passive, not very intelligent, narrow-minded, selfish and pessimistic. What buying motives would be likely to govern him, therefore? Let's go down the chart and find where he belongs.

The Selling Process

Translating
Signs into
Motives

The desire of personal advantage: that would fit his selfishness. He would probably have also a desire to increase his personal influence. But the two remaining subdivisions of the first major class of *Business Motives* clearly would not apply to him; though he possibly might be interested in something that would save him time.

Under the *Money Motives*, we might classify this fellow as interested in making money. Probably, however, saving money would appeal to him more strongly. He surely has no love for spending money.

All three of the buying motives in the third major class would apply to his case. But we'd have to omit him from the fourth classification entirely.

As a result of our transposition of his negative characteristics into positives, we have determined that there are certain appeals which can be made to him effectively. If the salesman can show him that the purchase of the goods would give him a personal advantage, this selfish buyer would prick up his ears right away. So it would be if the prospect were shown that the goods would enable him to avoid exertion, would conduce to his physical comfort, and would afford him self-gratification, for he has been revealed as phlegmatic and passive.

The skillful salesman, having associated the discovered characteristics with buying motives, shapes his selling efforts accordingly. He certainly would

The Selling Process

have a much better chance to get an order than would another salesman appealing to this prospect to buy in the interest of his employer, from love of beauty, from any motive of affection, or to show love for service to anybody else.

It is not possible within the limits of this chapter to do more than furnish an outline of the processes of perception, translation, and adaptation of specific knowledge secured in the size-up. It would be of little value to enumerate details which should be observed, or to attempt to show how each symbol or indication can be traced back to its characteristic source. We only can summarize the process. In brief, as we have seen, *it is perceiving every factor possible, comprehending its revelation of the buyer's habits of thinking, and fitting the knowledge to some buying motive.* When the salesman makes his size-up according to that plan, he will get started right in his selling.

Process of
Size-up
Defined

PROVIDED, he does his sizing-up with ART.

If the prospect realizes that the salesman is sizing him up, he is likely to resent it with suspicion of the salesman's intentions. So it is vitally important that the size-up be made with such *ease* of manner that the prospect will have no idea he is being studied and analyzed.

Size-up
Must be
Artistic

The *artist* does not give an impression of *effort*. We should not say that Fred Stone is an artistic clown and dancer, if he made *hard work* of what he does on the stage. Sir Henry Irving was a great

The Selling Process

artist because he could be magnificent without strutting. *All art looks easy.* When we see a fine statue or painting we do not think of the hard work the artist did to perfect his product.

The salesman who makes the big success in his profession, must be an artist in selling. *It is especially important that he be skillful when sizing up the buyer, for he is apt to create a prejudice at the outset which will undo him before he secures attention to his proposition.* The first steps of the sale are the most ticklish stages. Once attention is gained, it is not difficult to keep the sale moving.

Of course, it is not wise to plunge into a sale without sizing up the man you want to get an order from. But care must be taken not to give him an idea that you are "stalling." And above all, avoid any indication that you are studying him, or noting the effect of what you tell him. Act perfectly at ease throughout the sizing-up process. If you show acute alertness, you will arouse suspicion. Yet you must be alert, of course. *Train yourself to observe without manifest effort.* Practice on people you meet or see. Learn to sweep a seemingly casual glance over a man's face when he is looking at you, and to take away an assortment of impressions without causing him to feel you have shown inquisitiveness.

You doubtless have looked up from your paper when riding in a street car or on a train, and have caught some one staring at you. The sensa-

Sizing-up
Is Ticklish
Work

Don't Show
You Are
Sizing-up
Prospect

The Selling Process

tion that you have been watched is disagreeable and you resent it. But if you meet a glance that suggests neither effort to scrutinize you nor to avoid your eyes, you are not offended. Yet that glance may have discovered more about you than was learned by the stare of an unskillful observer.

- Too much emphasis cannot be placed on the necessity for *art* in the size-up. A great many salesmen learn how to perceive details, how to translate them into characteristics, and how to transpose qualities into buying motives, but render their size-ups valueless or ineffective by stirring antagonism. *No buyer will like to have you suggest that you are prying into his personality.* If he realizes that he is being sized-up, he will be apt to bristle. He is sure to realize it if the salesman works with evident effort. But he is unlikely to think of the matter if the salesman works with ease.

Ease in
Reading Signs

How may ease be acquired? Precisely as ease becomes second nature to one who is skilled in any art, *through mastery of technique and by constant practice.* As a student of the art of sizing-up the buyer, a young man first learns the principles, which have been outlined in this chapter. Then he masters the technique—that is, he gets to the point where he can apply those principles. But he is not an *artist* until he is able to perceive indications, trace them to characteristics, and associate the characteristics with buying motives *without seeming to be doing anything of the sort.*

The Selling Process

Ease in sizing up comes from practice. But that practice should not be confined to buyers. The artist piano player does not practice on his audience but away from his audience. The artist salesman cannot wait until he has perfected himself in his art by private practice before calling on a buyer. But he can be very careful to avoid giving the impression of effort.

Ethics of the
Size-up

Finally, let us consider very briefly, the *ethics* of the size-up. Possibly something in this chapter might lead the student to regard the size-up from a selfish standpoint. We seem to have been thinking almost entirely of the *salesman's* interests, or as if in making his size-up he were planning "to put up a job" on the buyer. We are apt to think of the size-up as a rather crafty process.

That is not the case. All through the sale the purpose of the salesman should be to do the buyer a genuine service. That motive must control the salesman in *using* the knowledge he gains through sizing up the buyer. But in *getting* the knowledge the salesman's only idea is to *learn the facts*. He does not take the buyer's viewpoint or his own viewpoint. He takes the attitude of the investigator, which is neither selfish nor unselfish.

So, if we have seemed to disregard the buyer's interests in considering the size-up, it is just because *his interest and the salesman's interest are served alike when the truth is discovered*. The salesman is entirely ethical in sizing up the buyer

The Selling Process

without disclosing what he is doing. He is unethical only when he appears to be prying into the buyer's personality. So even the question of the ethics of sizing up the buyer is dependent upon the *ease* or *art* with which the salesman does his work. There is nothing in the process of making a size-up to which the buyer can rightly object. But an inartistic salesman might render himself most objectionable by doing the right things the wrong way.

CHAPTER VIII

GAINING ATTENTION AND AWAKENING INTEREST

The Second of the "Presentation Steps" of the Selling Process

Present Study
Only Thought
Starter

BEFORE we proceed with the present chapter, let us consider for a minute what the entire course of study in this book comprises. You should not have the impression that it is possible to learn all about salesmanship in a dozen chapters. At best you cannot get from this book more than a smattering of knowledge regarding the subjects treated. The principal object of the volume is *to start you thinking out the problems of salesmanship*. You can only make a beginning now, for instance, on the thorough study of Attention and Interest.

You must continue that study as long as you continue to sell goods to prospects. *Perfection* in salesmanship is an ideal, ultimate goal. But your present purpose should be just to *improve* in salesmanship as you go along. This book was written to help you in that self-improvement.

If there is any reader who expects to *complete* his knowledge of the selling art by comprehending the contents of the twelve chapters, he will be dis-

The Selling Process

appointed. The reading of the book should just whet his appetite for more knowledge.

But you will benefit if you grasp only a *few* new ideas clearly. Those few will be of practical help hereafter in your selling. One of the fine features about the study of salesmanship is the immediate *usefulness*, the dollars-and-cents *value* of each single principle learned.

With the correct understanding of the purpose and scope of this book, let us now proceed with our study of the subjects of our present chapter.

It is necessary at the outset that we distinguish between the respective meanings of "Attention" and "Interest," and perceive clearly the *different* processes of salesmanship which Attention and Interest involve.

Distinction
Between
Attention and
Interest

The word "Attention" is derived from two roots, the combined meaning of which is "to hold to." The original meaning of "Interest" was "concern about." *With these definitions in mind we are able to make the correct distinction between the ideas the words represent.*

When the prospect's Attention is gained, he simply is made *to hold to*, or grapple a sense impression or several sense impressions. But when his Interest is awakened, he becomes *concerned about* the idea he has taken hold of with his mind.

It is evident that Attention can be gained by force, even against the will and desire of the pros-

The Selling Process

pect. He can be *made* to grapple an impression. He can be made to hold it for a considerable length of time. *But it is impossible to compel him to feel concerned about what he is forced to hold.* He need not take any interest in it, *unless he chooses.*

The Two Different Processes and Tools

Now, these distinctions may not seem very important, at first sight. But they are—vitally important, for *the process of gaining Attention is not at all like the process of awakening Interest.* The tools to be used by the salesman in the one process are radically different from the methods he should employ in the other process. Attention is to be gained by *hammer blows*. Interest is awakened by the *tightening of a clamp*. The salesman wields the hammer in gaining Attention, but he can only *suggest the clamp* to the *prospect*, who himself must attach and tighten it on the ideas brought to his attention by the salesman. The process that gains Attention takes place entirely *outside* the mind of the prospect. The process which results in Interest takes place wholly *inside* the prospect's mind.

It must be plain therefore, that the salesman who attempts to secure Attention and Interest by using *like* methods will fail in at least half of the double effort, and may have no success at all. He is sure to hurt his chances badly if he gets his tools mixed and tries to *clamp* Attention and *pound* in Interest.

Remember that Attention "holds to" an idea,

The Selling Process

but do not confuse that conception with the *clamp* of Interest. We mean simply that Attention holds to a certain idea or impression, and does not drop that impression and hold to another. It is Attention, even if the idea is held to loosely, *provided* *another idea is not picked up* by the mind. It is Interest only when the mind, of its own volition, *tightens* on or *clamps* the impression.

Perhaps these distinctions seem a little abstruse, but they will be comprehended clearly as we develop our subject. So let us now consider how to wield the hammer, and later we'll examine the clamp more particularly. The only time in the selling process when it is correct salesmanship to do any "knocking" is at the Attention stage. But then the knocking or rapping is at the door of the prospect's mind. The salesman's competitor for Attention is not some other salesman, but some other *idea* the prospect may be holding to at the moment, *which the salesman must compel him to let go of*. The
Hammer

Sometimes a salesman complains that a prospect was "inattentive." That sort of a complaint indicates the salesman has failed to appreciate the meaning of Attention. *Nobody can be inattentive while he is conscious, or awake*. His mind is attentive, is holding to *some* idea. But unless that idea is the impression the salesman wants the prospect's mind to grapple, the Attention it receives is an obstacle to the salesman in his purpose.

The Selling Process

How can Attention be gained—every time? By making *direct* sense appeals, in an *unusual* manner. That is, the salesman's hammer blow must fall on some particular *sense* or on several senses of the prospect *directly*, in a way *out of the ordinary*. The salesman will be invariably successful in gaining Attention if he employs this method. Here is an example which illustrates the process:

Strike Direct
Unusual Sense
Blows

A salesman who represented a correspondence course of instruction carried with him into the presence of the prospect a piece of tanned lamb's-hide with the wool on. That was genuine "sheepskin," typifying the diploma of graduation from the course of instruction sold by the salesman. The idea of the "sheepskin," representing knowledge acquired, was what the salesman wanted to close a contract for.

There was a direct appeal to the sense of sight. The prospect at once perceived the strip of woolly hide. His vision was "hammered" by what he saw, with especial effect because the sight was *uncommon* to him. His attention was gained; was compelled to "hold to" the idea presented by the salesman. No matter to what the prospect may have been giving his Attention before the salesman's entrance, he was forced to drop the earlier held idea and pick up the new impression.

This was a model method of gaining Attention, for additional reasons. It fulfilled all the requirements of perfect salesmanship in gaining Atten-

The Selling Process

tion, which are these three steps in their proper order:

First, the attraction of Attention to the *salesman himself*, including what he has on or carries; Three Steps
Of Compelling
Attention

Second, the *shifting* of Attention to the goods;

Third, the further shifting of Attention to a certain *merit* of the goods which should appeal to the prospect.

Of course, the prospect first noticed the *salesman* and the piece of *woolly leather* in his hand. He dropped whatever idea he had been holding to. Immediately the skillful salesman diverted the first Attention to his *proposition*, which was not the sale of leather, but of an education. And quickly after that the salesman shifted the prospect's Attention again, to a certain *merit* of the educational course. He hammered at the other fellow's mind with the idea that a sheepskin from the college he represented would signify the possession of knowledge of very great value to the graduate from the course of study.

When a salesman fails in his efforts to gain the Attention of a prospect, the reason usually is that he does not employ any *sense* appeal; he merely *talks*. *Words* may be used effectively in arousing Interest, in inducing the prospect to tighten the clamp. But they are of practically no value in gaining Attention, unless they are coupled with *direct* appeal to some *sense* or *senses*. And of course, if this appeal is made in an un-

The Selling Process

usual way, the effect is rendered more nearly certain.

Prepare
Sense Appeal
In Advance

Before the salesman begins the actual presentation of his proposition, we assume that he has taken the preliminary steps of preparation. He is supposed to know his goods, to have prospected as thoroughly as possible, to have planned his approach to the buyer's mind, and to have sized-up the buyer in order to determine whether the planned approach should be used, or some other approach substituted. *Hence the sense appeal for the gaining of Attention should have been prepared in the salesman's mind long before he makes it to the buyer.* Every salesman should have in his repertory *an assortment of sense appeals*, from which he can draw at need, according to the circumstances and the individual buyer. In a flash, after sizing up the buyer, or even before entering his presence, the salesman should be able to decide on *a certain direct sense appeal that seems most likely to hit the particular prospect hard.* And he should have planned in advance to employ that sense appeal *in an unusual manner* to make the hammer blow more forceful.

Remember that in addition to the five common senses, we all have many special senses; as the sense of weight, of equilibrium, of direction, the tactile sense which tells us whether an article is rough or smooth, the color sense, and so forth. *The salesman should learn the whole gamut of*

The Selling Process

the senses and should plan to use as many as can be employed directly for his particular purpose.

Of course, different classes of goods have different sense appeals. A refrigerator makes an especial appeal to the sense of cold. A highly polished surface impresses with a sense of smoothness. Perfume directly hits the sense of smell. But any line of goods or any proposition is susceptible of adaptation to *many* sense appeals.

Use the
Gamut of
Senses

As we have perceived earlier in this chapter, the prospect is attentive to *some* ideas when the salesman enters his presence. The salesman's job at this stage is to *divert* the buyer's mind from his former Attention, to a *new* Attention. Usually it is necessary for the salesman to take the buyer through three successive stages of Attention.

The first stage is *compulsory* Attention. The salesman must make the prospect stop paying Attention to something else that has been in his mind, and give his Attention *exclusively* to the salesman's idea or to the salesman himself. Second, the Attention should become *curiosity* to some degree. It is not enough to startle a prospect. He must be made *curiously* attentive. These two stages the buyer passes through involuntarily. At the third stage he should give his Attention *intentionally*. This will bring him to the threshold of Interest.

Three Stages
Of Attention

But when a prospect is giving his Attention to something else at the time the salesman enters,

The Selling Process

how can the salesman *surely* divert that Attention and get it concentrated on the different ideas he wants to impress? It won't suffice to secure *divided* Attention. The mind of the buyer must *let go entirely* of the ideas it previously had been holding to. And the salesman needs to feel *certain* that it *has* let go, that he has gained the *exclusive* Attention of the prospect. It isn't enough that the buyer looks at him, or gets up and shakes hands. These are not proof of Attention. The glance and the greeting may be absent-minded. The salesman requires the prospect to be *present-minded*.

Five Ways To Hammer

The senses may be hammered effectively in five ways, to *ensure* Attention. If the hammering is *sudden*, or *intense*, or *new*, or *rapid in changes*, or *irregular in impressions*—any of these five separately or in combination—the prospect can't help paying Attention to it.

If you enter a room slowly, you are not nearly so apt to gain Attention as you would be if you were to come in briskly, suggesting *suddenness*. Unless your slowness is *intense* or *novel*, it will not hit Attention. But if you were selling a liniment for sore muscles, you might gain Attention very effectively by entering the prospect's presence slowly and with an appearance of pain. The effect would be especially good if you then were to make a *rapid change* to your normal gait and to evident freedom from pain, typifying the quick relief afforded by the liniment. There can be no ques-

The Selling Process

tion that such sense impressions as these hammered on the mind of the prospect would gain his Attention. The effect would be increased, the Attention would be held to your words, if in opening your presentation of the liniment you should employ your tones *irregularly*; that is, out of the order in which the buyer would expect you to use them. You might raise your voice, for instance, when in normal speaking it would be lowered.

This example is merely one illustration of the infinite variety of ways in which the senses may be directly hammered to gain Attention. *The senses function under the government and action of the sub-conscious mind.* The prospect cannot prevent his senses, all of his senses, from perceiving impressions with which the salesman hits directly at his mind through one or more senses. *If those sense appeals are stronger than the hold the buyer's mind has had on other ideas, his thoughts will let go of whatever he previously has been giving Attention to. The salesman will gain his Attention, to the exclusion of other matters.*

Know Your
Sense Appeal
Repertory

When you analyze your ideas of any subject or of any article you know about, you realize that *your knowledge is made up of many separate sense impressions.* Analyze what you sell, for instance. See how many different senses you use to get *complete* knowledge about it. Make yourself *conscious* of all the senses you employ. Write down the list. Fix the number of them, and exactly

The Selling Process

how you have utilized each sense to gain ideas. You must be definitely conscious of your use of these separate senses because otherwise you will not be *conscious* of the different sense blows you can strike to ensure getting the Attention of a prospect. If possible, when you are training yourself in selling your line, work out ways to appeal to *every one and to all of the common and special senses* of buyers. You will employ these sense appeals, not only in gaining Attention, but all through the process of selling. Learn the repertory in advance of your need to utilize any part of it.

Extraordinary Selling

A salesman who is only *ordinary* in ability and skill, is hampered by limitations. Your purpose in studying now and hereafter is to remove limitations from yourself; *so that your selling will not be restricted to the effectiveness of ordinary methods.* Make yourself an extraordinary salesman by learning to do extraordinary things in selling. But be very careful not to become merely sensational, of course. Don't sell as if you were performing in a circus ring.

You know that no two buyers are exactly alike. Therefore, do not make the mistake of trying to gain Attention by the same methods in every case. *You need to adapt your salesmanship to the particular prospect*, at this stage, as you should do all through the sale. But to aid you in planning to gain Attention, you can classify buyers in four

The Selling Process

general groups. When you list any individual in the class where he belongs, you will have the cue to which sense appeals will hit him hardest and most effectively gain his Attention.

First, there is the *motor*-minded man; that is the man on whom hammering by *motion* ideas or impressions will have the maximum force. Get his Attention by the sense appeals of *action*.

Hammering
Four Kinds
Of Prospects

Second, the *picture*-minded man. You can hit him hardest by showing him a picture. The appeal is to his *visual* senses.

Third, the *tone*-minded man. Sound will influence him effectively and cause him to drop ideas he has been holding to before his auditory sense was hit.

Fourth, the *balancing*-minded man, or judicial thinker. Make appeals that will strike his weight sense, his sense of equilibrium, his sense of proportion; so as to cause his mind to start the process of *judging between two factors*.

Test out your goods or your proposition and determine what sense appeals your line can make effectively to prospects of these four kinds. You know perfectly well that one man likes to see a machine in action, and that another may prefer to study it when it is standing still. The first is a motor-minded man, the second, a picture-minded man. Obviously it would be poor salesmanship to attempt to gain the Attention of the first with the machine standing still. It is equally evident that

The Selling Process

the best way to gain the Attention of the second man is to picture a feature of the machine's structure that will hit his visual senses hard, and that this may be done regardless of whether the machine is in operation or still.

Adapt
Method to
The Man

Suppose that the machine is an automobile; a third man may be most Attentive to the tone of its purr when running, or may be impressed especially by some feature of the *sounds* incident to its operation. He is a tone-minded man, and is likely to buy a car for the sub-conscious reason that he likes the tone of the exhaust, or the note of the horn. A fourth man will be struck by the proportions of the automobile. He will be most impressed by the balanced features of its construction, or by its weight. He is the balancing-minded man, or judicious thinker. Usually he is a big-minded buyer, with the qualities of a judge.


The scope of this chapter does not permit us to consider now all the indications of these four general classes. But the salesman's prospecting and his sizing up of any individual buyer should enable him to make up his mind about the right group in which to place this particular buyer. When the classification is made, the salesman will be able to decide quickly what sense appeal to use in order to gain *this* prospect's Attention.

Observe the effects of the different methods you try out in practice. Analyze those effects. Know *why* they were produced. *Learn something from*

The Selling Process

each experience—learn it consciously. Be persistent in employing the sense-appeal method of gaining Attention, even though you blunder often at the start. You soon will become an expert. It is vitally important to *make sure* of gaining Attention, for otherwise you don't know that you have any chance of reaching inside the buyer's mind and impelling him to go with you through the remaining steps of the sale. In some respects the Attention step is the very hardest to take successfully in a truly effective way. *Once a prospect is diverted from what he has been thinking and is made to think of what the salesman wants him to hold to, a large part of the difficulty of the sale is behind.*

But do not misconstrue the statement that Attention is a very hard step. The *difficulty* incident to gaining Attention is all in *mastering the principles and perfecting skill in their use.* It is the *study* of Attention that is hard. After you learn how and become *adept* in the use of your knowledge, gaining Attention in *actual practice* becomes very easy.



Not Hard to
Compel
Attention

Now let us turn our attention to the subject of *Awakening Interest.* Just here, pause to note how the *suddenness* of the change of subject and the *intensity* of the blow struck by emphasizing the *new* subject, instantly caused you to let go of the ideas we have been considering, and take hold of the new ideas of Interest. This is a little, practical illustration of the right use of the hammer

The Selling Process

method of gaining Attention. But we will drop the subject of Attention again, and proceed to analyze the process of awakening Interest.

Prospect
Must Use
The Clamp

Here, as you recall, the tool is the clamp. And the prospect himself must be induced to employ it in tightening the grip of his mind on what is presented by the salesman. The salesman cannot compel the prospect to use the clamp. *He only can suggest ideas that will prompt its use.* He is able to *awaken* Interest, but it will go to sleep again, unless the prospect chooses to exercise it.

“Intended” attention, we have perceived earlier in this chapter, is the beginning of *conscious* action inside the mind of the buyer, and leads almost invariably to his *Interest*. Interest is the result of action by the *conscious* mind, or *willing* action; as distinguished from the action of the *sub-conscious* mind which pays attention to the sense blows of *Attention*. When a prospect becomes Interested in the salesman’s proposition or goods, he *wills* to be *concerned about* the ideas suggested to him; *to tighten his mind on them and to consider them.*

Let us make sure that we understand this distinction between Attention and Interest. Attention is gained, as we have seen, by the salesman’s impressing his ideas from the *outside*, upon the buyer’s inner *consciousness*. It makes no difference what the outside ideas are; *if they hit harder, more insistently, and on more senses than the buyer’s previous impressions struck, he will drop the ideas*

The Selling Process

he has been giving attention to and pick up the new ideas. But the salesman's purpose will not be served if the prospect just picks up and holds to these impressions. It is not enough that the buyer be *conscious* of the new ideas, and stop right there at the consciousness stage. He must go farther, if the sale is to be continued. *He must grow Interested.*

In the process of Interest the buyer *associates* the new ideas with ideas already in his mind. Of course, he alone can do this. He cannot be compelled to do it. His conscious mind can resist every effort of the salesman to influence his action, if he chooses to oppose, and refuses his Interest. The salesman cannot *force* his ideas into the mind of the buyer and *make* the buyer *associate* them with his own ideas. The salesman can only *suggest* such clamping. *Therefore his work is effective in direct proportion to his capability and skill in suggestion.*

Process
Of Interest

Remember, then, when you endeavor to secure Interest, that you must do *more* than gain the prospect's close attention to your ideas. You must impel or induce him to feel a *personal concern* about those ideas. Interest involves "concern about," which is the meaning of the word itself. Work to accomplish by suggestion *an association of your ideas with his ideas, in his mind.* If you succeed in getting him to associate ideas about your goods or your proposition with his own busi-

The Selling Process

Three Stages of Interest

ness, or with himself, you have him Interested. And he is *not* Interested until that result is in the process of accomplishment.

There usually are three stages of Interest, just as there nearly always are the three stages of Attention which we have already considered.

First is the *attentive* stage of Interest. This is the stage at which intended attention merges with the beginning of real Interest in the ideas to which the buyer has been made attentive by the salesman. Here the prospect first *wishes* to associate these ideas with impressions already in his mind.

In the second stage, of *associating* Interest, the buyer thinks of the outside ideas and the inside ideas in close relation. If an office desk is being presented to his Interest, for instance, the buyer sees in the desk certain features that accord with his ideas of what should be found in a desk.

The third stage is *personal* Interest. The prospect imagines the desk in *his* office, imagines *himself* using it. Now his association of new and former ideas tightens the clamp of his interest in the goods. *He is personally concerned about* what the salesman has suggested to his mind.

Let us see how each of these three degrees of Interest may be won by the salesman.

First, how can the salesman impel or induce the buyer to *wish* to associate the new ideas with ideas already in his mind? That question can be an-

The Selling Process

swered better after another one is put. What things do *you* wish to do; are you *willing* to do?

Why, *agreeable* things, of course! No one *wishes* to do a thing that is unpleasant. This gives us the clue to the right way to secure attentive Interest. The salesman must win by suggesting *agreeable* ideas to the buyer.

Suggest
Agreeable
Ideas to
Prospect

It is obvious that you may gain the *attention* of a prospect by hammering his senses in some disagreeable way. Even *unfavorable attention* may be an advantage to the salesman. But the *Interest* the salesman wants must begin with a *favorable* impression of *agreeable* ideas. If the ideas are agreeable to the mind of the prospect, the impression they make will be so favorable that he will *wish* to take Interest in them.

It is evident, then, that the salesman must be most careful to suggest impressions that will be agreeable to his prospect. The preparatory steps of the sale and the size-up should enable the salesman to select ideas that will be agreeable to the particular prospect. To cite an example of very dissimilar men; what would have delighted Theodore Roosevelt might be very disagreeable to William H. Taft. It would be poor salesmanship to attempt to awaken the Interest of two such markedly unlike men by making identical suggestions to them both. Study in advance of your approach to the mind of a prospect what ideas are most likely to be agree-

The Selling Process

able to *him*, and govern your salesmanship in *his* case accordingly.

Associate Like
Ideas

Second, how can the salesman induce the buyer to start the *actual association* of ideas after his *willingness* to do this associating has been won? A man *associates* things that are alike. He contrasts or *disassociates* things that are unlike. Hence the buyer may be impelled to associate the ideas suggested by the salesman, with ideas already in the buyer's own mind, *only if the salesman suggests qualities of his proposition or his goods that are like qualities of the prospect's ideas, in character.* That statement seems pretty complex; so let's illustrate it. Suppose the case of a buyer whose dominating motive or object in life is service to his fellow men. His mind naturally is full of ideas of service. If the salesman suggests to such a prospect some quality of his goods which will enable a possessor of them to be of greater service to his fellow men, he has made a suggestion which impels the prospect to associate ideas of the goods with ideas of human service. A surgeon who is known to be very gentle, for instance, would be influenced by the suggestion of the idea that a new surgical instrument would make an operation on a patient less painful.

But suppose another case, of a surgeon who seems to have no human feelings about his patients—a man who is simply a scientific expert and who treats patients without regard to their pain

The Selling Process

during an operation. If the salesman of the surgical instrument were to suggest to such a prospect the idea that the instrument would reduce the *pain* of an operation, that suggestion would *not* Interest this second prospect. The suggestion would be *unlike* the ideas of the efficiency value of surgical instruments, already in the mind of the surgeon. *He* would be interested only if a suggestion of the greater efficiency of the instrument were proffered. That would be an idea *he* would associate with the scientific ideas that dominate *him* in *his* operations.

Third, how may *personal* interest be induced by the salesman? Why, by the suggestion of ideas that will impel the prospect to realize the personal benefit *he* might secure, or the personal satisfaction it would afford *him* if he possessed the goods presented to his Interest. The two doctors referred to, would imagine *themselves* respectively *using* the new surgical instrument; though they would be interested in it for two very different reasons.

Inducing
Personal
Interest

It seems advisable to interpose a caution at this point. *Do not think of the processes of the sale as cut-and-dried.* Some salesmen seem to consider it necessary to follow a set routine or program. Remember that the only object of any step in selling is to get the prospect nearer the buying point. His Attention must be gained; his Interest needs to be made active. But if, for instance, he jumps a few steps of the process, and gets Interested

Selling
Process Not
Cut and Dried

The Selling Process

before you expected him to become Interested, *jump ahead with him*. Observe the prospect constantly. Often he will take the lead and get almost to the closing stage of the sale in a few seconds. Don't lag behind. Keep up with him. It is not important to take all the steps of selling. *It is vitally important to avoid retarding the sale yourself*. We are studying the processes of selling, in consecutive order. But do not get into a rut in your actual selling, just because you have *studied* the selling steps consecutively.

Particular
Salesman with
Particular
Methods

It is difficult to summarize the *art* fundamentals of the processes of gaining Attention and inducing Interest. But it is important to have some standard by which one can judge what constitutes best skill in taking these selling steps. We have said that art in sizing up lies in the *ease* of the character analysis. The art of the salesman at the Attention and Interest stages is manifested by the degree to which he makes the impression of being a *particular* salesman with *particular* methods. Let us clearly see the meaning of that summary.

The average buyer is called on by large numbers of salesmen, who represent various lines. He is apt to class them all as *similar*. The individuals who do not *stand out* in the procession have little chance of gaining Attention or of inducing Interest. They make no *particular* impression on the senses or on the mind of the buyer. Why should they?

The Selling Process

But when a salesman appears who *isn't like* the common run of fellows who walk in and out of offices with order books, he will make an impression in *particular*. That *particular* impression should be both of himself and of his line. The skill of the artistic salesman, at the Attention and Interest stages, takes him out of the class of ordinary salesmen. *He is an extraordinary person, using extraordinary methods.*

Extraordinary, as used here, does not mean phenomenal, but *beyond the ordinary*. You do not want to startle a prospect and cause him to regard you as a freak. You work simply to give the impression that whatever other salesmen lack in particularity, *you* are a particular man with a particular proposition. If you succeed in making that impression, you will be certain to gain Attention. The Interest of the prospect will also be induced. Now to recapitulate briefly.

Be An Out-of-
the Ordinary
Salesman

Employ the *hammer* method to gain Attention. Recognize that the tool for the processes of Interest is the *clamp*. *You* wield the hammer. You can compel attention. But the clamp must be used by the *prospect*. *You* only can *suggest* to *him* the ideas of tightening it.

Recapitu-
lation

Work with *direct sense appeals* as hammer blows, to drive in the impressions of Attention, not with talk. Work with *both direct sense appeals and with words* to induce the prospect to associate his ideas with yours in Interest.

CHAPTER IX

PERSUADING AND CREATING DESIRE

The First of the "Convincing Steps" of the Selling Process

The Appeal
To the Heart

THE processes of the sale which have been studied previously were all *mental*. Now we come to the stage where the appeal must be made primarily to the *heart* instead of to the *mind*. *A man's emotions, not his thoughts, control his Desires.*

A very large proportion of salesmen are unable to get their prospects beyond the Interest stage. These salesmen secure Attention and induce Interest; then are stalled in their efforts to complete the selling process. Interest, of course, must be built up continually, or it will lessen. The salesman who is unskilled in Persuasion and the Creation of Desire perceives that his prospect's interest is *unclamping*. He tries to accomplish an increase of Interest, to offset the loss. But the prospect slips back to mere Attention, and finally to *inattention*. *The salesman loses out because he could not lead the other man to and through the next step of salesmanship.* Usually the reason for his failure is inability to handle himself and the prospect aright on the *heart* basis.

The Selling Process

In fact, a great many salesmen do not realize that they should *avoid* appealing to the *mind* when they work to persuade. Appeals to the *mind*, for the purpose of Creating Desire, defeat their own intention. The mind always puts itself on the defensive when any *mental* appeal is made. The mind is in a critical attitude toward the salesman. It questions his ideas because they come from an outsider. And so long as there is an attitude of mental resistance, Desire is repressed.

Reasoning
Or Argument
Provokes
Antagonism

No one ever was *reasoned* into buying. Yet unskillful salesmen attempt to win orders by *arguing* with prospects who balk at the Interest stage of the sale. The ordinary result of such blundering is the antagonism of the prospect. He is first passively resistant to the salesman's mental appeals; then he becomes aggressive and dismisses the salesman. His *heart* has not been reached, and his *mind* is stirred to fight free of the attempted clutching of the salesman's mind.

Now Desire means *want*; and a man *wants* things, *longs for* things with his heart. He realizes a lack, and has a *heart hunger* for something to fill his lack. His mind may oppose his heart, and may hinder his heart from getting what it Desires. His mind has no *feelings*; so it cannot experience hunger. Even the man who longs for an education, for mind food, feels no *head-ache* when he is denied his Desire for knowledge. The *ache* is in his heart, the place where he hungered.

The Selling Process

Heart Appeal Stirs Desire

We all realize the truth of this. But have we all been applying the principle in our selling efforts to Persuade and to Create Desire? Have we not rather neglected or ignored the *heart* appeals, and tried to win the prospect's *mind*? Of course, if we aimed ever so carefully at the *wrong* spot, the better our marksmanship the farther would we come from hitting the *right* place. This explains why so many salesmen who make brilliant mental appeals get turned down. They are "all head and no heart" salesmen.

In gaining Attention and inducing Interest the salesman works to get *new* ideas *into* the buyer's *head*. The process of Persuading and Creating Desire is exactly the reverse. Here the salesman should work to get old feelings (not ideas) to move *out* of the prospect's *heart* with longing for the salesman's goods or proposition. It would be hard to imagine processes more clearly *opposites*.

Now what is meant by "old" feelings? Simply the feelings of "human nature," which Man has had since Creation. New ideas have changed the *mind* of Man, but in *human nature* he is the same fundamentally as he always has been. His *heart impulses* *Today*, whether he be civilized or savage, are the same in *character* as his emotions were in primitive times. The only emotive difference between you and your early ancestors is in the *degree* of your heart activity.

The first man experienced hunger similar to

The Selling Process

the longings we feel. He was Desirous of food, of drink, of shelter, of warmth. He Desired a mate. After he had secured a wife, he had a primitive Desire for her safety. He took precautions for her protection against other men and against animals. He Desired the company of his fellow creatures, and therefore he became a member of a little community. The crude heart impulses he had resembled our emotions.

All this explanation of the meaning of the words "old feelings" is but preliminary to the statement that the Desire of a prospect must be aroused by stirring in him such *emotions* as men always have had, and by inducing him to *express*, or *send out* his *own natural impulses* of the *heart*. It will not suffice to endeavor to get him to take *into* his *mind* the *salesman's new ideas*. Let us repeat that statement, and note that there is a direct contrast between the meanings of the two parts. "The Desire of a prospect must be aroused by stirring in him such emotions as men always have had, and by inducing *him* to *express* or *send out* his *own natural impulses* of the heart. It will not suffice to endeavor to get him to take *into* his *mind* the *salesman's new ideas*."

Causing Heart
Impulses

But do not misconceive this statement, and think that the *mind* of the prospect should be ignored by the salesman who is working to Persuade and Create Desire. He should continue working with *his* mind, on the mind of the buyer,

The Selling Process

but only to induce *mental* action; such as intensified Interest. At the same time he should work with *his* heart on the *buyer's heart*, to secure the emotive result of Desire stirred to action. There are two horses in the team, the heart and the mind of the prospect. Both are needed to pull the sale through.

Mental and
Emotional
Team Work

You would *use* a team of horses *together*, of course. But you would not *feed* them as a *team*. If you did, one horse might get all the food and the other would starve. Then your team would be weakened; though one horse might be greatly strengthened. If you were so unwise as that in your feeding, you would get stuck with your load when you attempted to move it. You know that it is necessary to provide each horse separately with *his* food, in order to have an efficient team for work together after they are fed.

Feed Both
Mind and
Heart

Think of the mind and the heart of the buyer as you would think of a team. Use them both, in double harness, to get your sale across the "hard sledding," but feed each separately. The comparison to horses might mislead you, however, into thinking both should receive the *same* food. The heart and the mind are a team composed of radically different units. They cannot use each other's food. You must feed *ideas* to the mind of the prospect and *emotions* to his heart. Then each will be made vigorous and active. They will pull together strongly, and will carry the buyer

The Selling Process

through to the end of the various stages of the sale. So don't be a "one-horse" salesman, but harness up the team after feeding them both well with the different kinds of food they need. Be careful not to get their rations mixed, for if you do, both horses will starve.

It is necessary that the salesman realize how much men *differ* in their *mental* make-up, and also how very *like* they all are at *heart*. This is the important distinction which must be comprehended before the salesman can understand how to work to Persuade and to Create Desire. He may depend on it that *in every prospect he meets there exist the same human nature elements of good and bad*. In one buyer good impulses or emotions are predominant. In another the reverse condition will be found. *But the difference is in degree of activity only*. The elemental qualities, both good and bad, are *present* in every individual. This we know because some of the worst men have become very good men. And many a good man has gone bad.

All Men Much
Alike at Heart

Of course it would be absurd to make a *scholarly* appeal to an undeveloped *mind* of an ignorant prospect. He would not know what you were talking about. As we say, your ideas would go over his head. *You have to consider, when you are appealing to the mind, whether or not it contains ideas that are capable of grasping your ideas*. But you need have no such question regarding the *heart* of a pros-

The Selling Process

pect. *Every emotion you have yourself, the prospect feels, too, in some degree.* Your size-up of his motives, therefore, is not to determine which are present and which he lacks; but to learn what motives are *predominant*. Of course you will be most effective in your selling if you find out the emotions that usually govern the acts of the individual prospect you are handling.

Ethics of Persuasion

Right here let us study the ethics of Persuasion and Creating Desire, lest we get a wrong impression. *It is perfectly ethical to work on the predominant motive of a prospect, even though that motive is bad.* This statement appears in a wrong light until we illuminate it fully.

Remember that the salesman always should be actuated by the purpose to do the buyer a genuine service. He must take the buyer as he finds him, however, and render service to him accordingly. Let us suppose the case of a prospect whose nature has been warped so much that the man has become obsessed by emotions of selfish pride. We might say, vulgarly, though very expressively, that he is "dead stuck on himself." Now the most effective way to reach *his* heart is through the emotions of pride, and those are the emotions the salesman should work on in this particular case. He would not be a skillful salesman if he did not work that way. Yet he may make his appeals to the *bad* motive of the prospect in such a *good* way that his salesmanship will be entirely ethical.

The Selling Process

Self-pride is not, in itself, a bad feeling. To a certain degree, self-pride is ennobling and fine. The ethical salesman has pride in himself, such pride that he will not stoop to a lower degree of pride in the prospect. But he can work to lift the buyer's self-pride from a low level. *Thus, while rendering him sales service, the salesman will also better the heart of his prospect.*

For example, just after the war began, a fop was being handled by an expert salesman of a fashionable tailor. The salesman knew this prospect always wanted to be notable as a leader in style. The salesman worked on the emotion of pride in such a manner that the *quality* of pride was *bettered*. What he said was about like this:

Appeal to
Bad Motive
In Good Way

"The fashions this winter will be plain. The lines of garments will be plain, and the goods subdued in pattern and colors. You want to dress in such a way, of course, as to suggest the sober conditions of war. A man will not be in fashion this winter if his wardrobe is in contrast with the country's feelings."

The prospect took great pride in imagining himself as a leader of fashion in "subdued" clothes. That pride was unworthy. But the salesman had lifted and bettered it considerably by suggesting a nobler emotion of patriotism. *The appeal was made to a wrong motive, but made in the right way.* It was ethical, without doubt, to work on the buyer's predominant feelings in that manner.

The Selling Process

The truly artistic salesman endeavors to make his sale with the least degree of effort, at all stages of the selling process. That is what art is, doing a thing with the minimum degree of necessary effort, doing it as easily as possible. The salesman has come to do the buyer a sales *service*. If that is not the salesman's purpose, his basic ethics are bad, of course. And from a wrong start he cannot get to a right finish. Assuming that the salesman is actuated by the purpose of service, he just shows true art in working on the buyer's predominant emotions, whatever they may be.

Elevating
Prospect's
Motives

But in so doing the salesman must not pander to low motives. His duty to himself and to the buyer is to elevate as much as possible every motive for buying without forgetting that *his* mission in life is not the service of a preacher, but of a salesman. Every man will be most effective if he sticks to *his* trade and does what he can there before taking on some other man's job.

In the processes of Attention and Interest, the salesman worked to get his ideas into the mind of the prospect. We have considered the tools employed. In the process of Persuasion and Creating Desire it is also necessary that the salesman get inside the personality of the buyer. There he must arouse in the prospect's heart *e-motive* feelings. E-motive means "moving out." *The salesman wants the prospect's feelings to come out of his heart and to function with Desire for the*

The Selling Process

salesman's goods or proposition. How is the salesman to get his emotions *into* the buyer's heart, and how is he to get the buyer to *express* his like emotions?

Of course the salesman must work through the senses of the buyer, because no man can touch the life of another except through the senses. That is, if the buyer had none of the senses necessary to carry messages from the salesman, all the doors to his heart, as well as to his mind, would be locked. But in Persuasion and Creating Desire the sense impression should not be made in such a way as to give any indication to the *mind* that the salesman is appealing to it. For the mind, as we have said before, is resistant when it perceives an idea trying to enter it. It halts the new impression and looks it over before taking it in. Such a "suspicious" attitude, if we may call it so, is not conducive to Desire. Perhaps the principle will be clearer if stated this way; the prospect will pull back from the efforts of Persuasion if he *realizes* he is being Persuaded. But he will send his emotions out of his heart if the suspicions of his mental watch dog are not aroused.

Avoid Arous-
ing Mental
Watchdog

The means used by the salesman to enter the buyer's heart and to draw the emotions out, must be *imperceptible*, then. That means is "suggestion," the *suggestion* of something that the buyer lacks, not the *statement* of that lack. The statement would be resisted by the mind of the pros-

The Selling Process

pect. But his *mind* will perceive only the mental meaning of words, tones, or movements; and not their heart suggestions.

Persuade by
Suggestion

The buyer to whom an artistic suggestion is transmitted so skillfully that there is no *indication* of the effect that was *intended*, is aware of certain feelings inside his emotional nature. He finds them *inside*. His mind has not *perceived* the entrance of the *suggestion* from the salesman, and consequently when the prospect finds the feeling at work within him he has no inclination to resist it. He feels that *he himself* started his heart to Desiring. And he is not afraid of what *he himself* has done, as he would be fearful or suspicious of the same thing done by the salesman.

Recur to the case of the fop whose Desire was moved by the suggestion that he was a patriot in buying subdued, fashionable clothes. If the salesman had *said*, "You are a *patriot*; therefore you will buy these colors and patterns which accord with the sober attitude of a people at war," the prospect's mind would instantly have tackled that statement with suspicion and probably with resistance to the extent of opposition. He would not have wanted to be a *patriot*, but just a fashion plate. The emotion of patriotism was *suggested* only. The prospect found himself *feeling* patriotic. He swelled with pride in himself as a patriot, and bought the new outfit he Desired now as a patriot. Thereafter, in the instance cited,

The Selling Process

the fop actually went about talking patriotism as exemplified in his clothes. So the salesman knew he had secured precisely the result he worked for when he performed the processes of Persuasion and Creating Desire.

The art of Persuasion and Creating Desire, therefore, is dependent on skill in *suggesting*, for the purpose of arousing *emotions*, not *thoughts*, to activity. Suggestion never *states*, and gives its *hints* so artistically as not to seem to be intimating anything. It must work *through ideas* transmitted to the mind via sense impressions, of course. But the suggestion must *pass through the mind* almost imperceptibly, and *on to the heart*. Then, when the prospect's emotions are aroused and come out of his heart in full force, he does not realize he has been *awakened*. He thinks his Desire woke up just by itself.

To Stir Desire
Suggest Want
Filled

Desire always involves recognition of a *lack* and also recognition that what the salesman has to offer will *satisfy* that lack. Hence we may say that "Desire is the determinant of the sale." If you reach the *primal feelings* in the heart of a prospect; so that he realizes both a want and that your goods can fill it, only two things can prevent the sale from being consummated—either a greater lack in the prospect (as of money to buy with), or a misstep in salesmanship on your own part.

When a man is Interested only, the salesman

The Selling Process

has reached no farther into him than his *mind*. When he Desires, the salesman has gone *through* his mind and has touched his *heart*. If the prospect says, "Your proposition is interesting, but I don't want any of your goods today," he is telling you that you got to him with your head but not with your heart. Which is just another way of saying that you did only half of your job of presentation. For you must use both *your* heart and *your* head to reach both the heart and the head of the prospect.

Never
Pretend
Falsely

It is necessary, therefore, that the salesman himself should feel in his own heart the emotions he wishes to have the buyer express. The heart has a wonderful ability to detect counterfeits. If the suggestion is made as a *pretense* of a feeling, something about the suggestion will almost surely create a feeling that it *may not be genuine*. The tailor's salesman would not have been able to arouse patriotism in the foppish prospect, if that salesman had not himself felt patriotic. The song of the successful salesman has for its theme, "It can be done." But there is something in this world that *cannot* be done—successful lying. Any *false* suggestion made to a prospect for the purpose of stirring his Desire is far more likely to awaken his suspicions of the salesman.

The salesman should work to get the prospect's *imagination started* by sense appeals. But not until the imagination, "on its own hook," stirs the

The Selling Process

prospect to suggest to himself what might be if he possessed the goods of the salesman, does he have Desire in his heart. Then he recognizes his lack, and imagines how it might be supplied by the goods offered. Naturally, simply in accordance with his human nature impulses, the prospect himself develops Desire through this rather complex process.

Because it does seem complex, let us analyze it in another way. It is important to see just how the machinery operates.

First, the salesman uses words, tones, or movements to *suggest*, instead of stating, an idea of *feeling*—as love for one's country, patriotism. Process of
Stirring Desire

Second, the *mind* of the prospect receives an impression of the idea the salesman himself has *felt* but not stated, an idea of the salesman's feeling of love for his country.

Third, since the salesman has not made any *statement* that he believes in patriotism or that the prospect should be patriotic, the *mind* of the buyer feels no inclination to resist the impression of the idea of feeling, which it has received. Rather, since the idea is only *suggested*, the mind does not realize that it has *received* the idea of feeling. It thinks that it went out of its own head, into the head of the salesman, and brought back independently the idea that the salesman feels patriotic.

The Selling Process

Fourth, the mind of the prospect now suggests to the heart of the prospect that the feeling of patriotism it has discovered in the salesman is worthy of commendation.

Fifth, the heart of the prospect accordingly "warms" toward the feeling of patriotism.

Sixth, the heart of the prospect feels like *expressing* the love for country which has warmed it.

Seventh, a lack (of an outlet for patriotic sentiments) is recognized.

Eighth, the prospect recognizes that possession and use of the goods offered by the salesman would give him an outlet for his patriotic sentiments.

Ninth, the prospect therefore Desires those goods.

That seems an involved process of mind and heart action in which the salesman and the prospect participate reciprocally with the simple result that the fop buys fashionable clothes. But when we remember how swiftly the mind can operate, and that the impulses of the heart are instantaneous, the complexity becomes just natural functioning of the mind and the heart. Of course you will understand that the nine stages detailed are only approximations. The explanation was not intended as the statement of an exact chart of mental and emotional action, but merely as a rough analysis of what takes place at the Desire stage of a sale.

It will help to comprehend what suggestion

The Selling Process

involves if we bear in mind the meaning of the word "suggestion." Literally it is "the act of carrying up from beneath." *Think of a suggestion as an idea that gets in unawares and makes itself at home in the mind of the prospect so effectively that he believes it is one of his own family of ideas.* It has come up from beneath his consciousness without being perceived in the act of entering his mind. Suggest an idea of *mentality* (as that 2×2 equals 4) and that gets only to the *mind* of the prospect. Suggest an idea of *feeling*—that goes *through* his mind and straight to his *heart*, where his family of feelings is and where the suggested idea of feeling naturally belongs.

Cause the prospect to *think* about your goods, of course, to keep his mind Interested in them. But also suggest to him *emotions* involving your goods, to arouse the *feeling* of Desire in his heart. This double idea has been repeated time and again in the present chapter in order to impress beyond the possibility of misunderstanding the correct conception of the processes of Interest and Desire. The salesman must be able to do both parts of his work of presentation, co-ordinately. *He must get both the mind and the heart of the prospect pulling with his own mind and heart.*

Co-ordinate
Interest
And Desire

It is extraordinary how readily a *suggestion* of a truth will be accepted; though a *statement* of that same truth would be "taken with a grain of salt." Suggestion is a powerful instrument.

The Selling Process

Misused, it may cause great harm. The unscrupulous salesman can suggest to the *bad* side of his prospect's nature and harm the other fellow in the creation of *wrong* Desires. But here we reiterate that when the salesman is working with the true purpose of *service* to the buyer, and governs all his suggestions accordingly, his suggestions will be a benefit and not a detriment, every time.

Do not misjudge suggestion for the purpose of creating Desire, and conclude that because it carries up ideas of feeling from beneath the consciousness of the prospect, the process is either mysterious or under-handed. Every moment we are awake, we are conveying our ideas by suggestion, to a far greater extent than we transmit them through words. When a speaker comes before you at a meeting with his hands and face washed, and wearing a clean collar, he suggests many ideas. Yet you do not feel that he has performed any sleight of hand trick on you, or has taken any advantage of you by his suggestions. Suggestion is the most ordinary of processes in every day life.

The great force of suggestion is due to the unconscious impulse to imitate, which it produces. If a speaker were to yawn before his audience, yawns would start all over the room. Just talking about yawns makes you feel like yawning. Probably you have the impulse to yawn right now.

Perceiving that the salesman can influence the buyer so powerfully by suggestion, you realize,

Suggestion
Is Common
Practice

Selling Force
Of Suggestion

The Selling Process

without doubt, that *suggestion is the most effective means of Persuasion and Creating Desire*. But have you been relying on it in your actual selling, or have you depended on *statements* to win the prospect over? You must answer that for yourself, of course. But be frank in your analysis of your former methods, and start the right use of the right methods if you have been on the wrong track before.

Let us consider now how the salesman may be *sure* he is suggesting *right feelings* to a prospect, for the purpose of Persuasion and Creating Desire. The fundamental principle is simplicity itself. *The salesman must be animated by only right feelings, whenever he makes a suggestion. He will transmit just what is in himself.* Therefore the basic requirement for Persuasion and Creating Desire is real big Man-hood in the sales-Man. He needs to elevate his own emotions, to ennoble his own heart impulses. There will be no chance then that he may suggest low, ignoble feelings to pander to the base Desires of a prospect. A buyer will respond with appreciation to any *suggestion* that his nature is better at heart than it seems, though the *statement* of such a feeling on the part of the salesman would be resented as patronizing or preaching.

Sincerity
Of Salesman

Sincerity, of course, is essential in suggestion. But that is not enough. There must be coupled with it painstaking care that the idea of feeling

The Selling Process

suggested to the prospect be true *as he gets it*. The salesman, for instance, might have a *true* idea of the beauty of his goods; yet he might suggest to a prospect an *exaggerated* idea of their beauty.

Be Sure
Prospect
Gets True
Suggestion

So the salesman who is Persuading must watch the other man closely but inconspicuously, *to make sure his suggestions are not distorted by the active imagination of the prospect*. A suggestion may have the effect of a match, and start a veritable conflagration of feelings that will need to be quenched. *It does not pay to deceive a prospect in the process of Persuasion, and it does not pay to let him deceive and over-persuade himself.*

Never Sell
Disappoint-
ment

Be sure always that the Desire you arouse is not for more than your goods or proposition can fill. If there will still remain a *lack*, a hunger in the heart of your prospect, after the order is taken and the goods are received, you have sold a *disappointment* which will be sure to react to your detriment later. Hence it is better salesmanship to *under-suggest* than to *over-suggest* qualities that stir Desire. Remember the necessity to communicate only the truth to the buyer, and remember that you are stimulating his imagination, which may run away hand in hand with his feelings.

The character of a man is built by his Desires. Sometimes, as we know, men make bad messes of their characters. The salesman should keep

The Selling Process

his own Desires honest and right while he is working to stir the Desire of the prospect. A peculiar degree of unselfish-selfishness is required. No salesman can attain it if he builds any flawed Desire into his character.

One of the chief Desires of the salesman should be the finding of the good elements in the worst of men. From necessity the salesman must meet all sorts of men. Some of them will show him their bad sides very conspicuously. No salesman will be effective in Persuasion if he is especially on the look-out for bad motives, so as to guard against them. That is putting himself in a negative frame of mind and a negative heart attitude toward a prospect. *Persuasion is an affirmative process, a constructive step in salesmanship.* In order to stimulate Desire of the right kind, the salesman needs to start with the full conviction that *back of every bad trait of character there is just a good impulse distorted*, something straight that has been made artificially crooked.

Straighten
Crooked
Emotions

With this conception of the dominant motive of the prospect he faces, the salesman can make an effective use of that motive, however bad it is. He will trace that motive back to the place where it was distorted, to the point previous to which it might have been a good motive. Then he will suggest something that will stimulate the *fundamental* emotion, not its crooked outgrowth.

Suppose a salesman of real estate wants to create

The Selling Process

Desire in a miser. It would be bad salesmanship to make suggestions with the purpose of stirring cupidity. Miserliness is a perversion of the quality of thrift. The salesman can work a bettering of the prospect's desires by going far back of penny-pinching motives to motives of saving and prudent spending, which characterize true economy. He can take the prospect back in imagination to the times when he made investments *thriftilly*. He is much more likely to warm the prospect's heart by thrift suggestions than he would be if he suggested a miserly motive for buying.

Avoid
Obstacles
When
Persuading

When the salesman is engaged in the work of gaining attention, awakening interest, and handling objections, he often must meet obstacles directly, and either roll them out of his path or blow them up. *But in Persuasion and Creating Desire the skillful salesman avoids every obstacle he possibly can.* This avoidance is not an indication of lack of courage. It is just proof of the salesman's good sense and tact.

Very often, however, an aggressive, confident salesman boasts that he never dodges. He takes pride in his practice of overcoming every difficulty he encounters. Perhaps that habit is better salesmanship than dodging all the troubles at every stage of the sale. But neither method is right. There is a time to meet obstacles squarely, and there is another time when they should be evaded.

The Selling Process

The Desire stage is the time to go around difficult spots, rather than through them.

Of course, the salesman expects to encounter opposition in some degree when he works to get ideas of mind *into* the head of the buyer; because the mind is alert and suspicious. Then it is necessary to *win* a contest. But there must be no suggestion of victory when the salesman Persuades. Then he works to get feelings *out*.

So if there is any obstacle to their *expression*, the prospect, not the salesman, would have to overcome the obstacle. Remember that the prospect has not the salesman's incentive to overcome obstacles in the way of his Desires. He is apt to "quit cold" if he is confronted with the necessity of *winning* what he Desires, by conquering some difficulty. *Therefore make the outward way from his heart as easy for his emotions to traverse as you possibly can.* When you see an obstacle ahead, skillfully edge around it as you Persuade.

Make It Easy
For Desire
To Express
Itself

Suppose again the case of the salesman working to sell a miser some real estate. He works to stir the emotions of thrift. But he has to take into consideration an obstacle, the obstacle of another Desire which his prospect cherishes—the Desire to hoard money. If the salesman were to *attack* that other Desire, he would be likely to make it more formidable. The prospect would become especially aware of his Desire to hoard. So the artistic salesman does not say, "This invest-

The Selling Process

ment will pay you much better than keeping your money in the savings bank at 3%." That would be meeting the obstacle so squarely that the prospect would feel very definitely the present *safety* of his savings. Hence the skillful salesman *avoids* any suggestion that might raise an obstacle to the prospect's Desire to be *thrifty*, rather than miserly. Perhaps, if the salesman perceives that his prospect is hugging to his heart the "safety" idea of money in the bank, the suggestion is made that the earth itself is the solid foundation of all tangible values.

Engender
Faith of
Prospect

The *personality of the salesman* is a very important element in Persuasion. It is essential that the prospect have the feeling that the salesman is *really interested in his welfare*. The prospect must give the salesman a considerable degree of his *confidence*. So the salesman must make such an impression of his absolute sincerity that his suggestions will not be doubted or suspected. This impression cannot be made with words alone. Indeed, if there is doubt or suspicion, it will be related to the *statements* of the salesman. But if the salesman is honest all through in his purpose to serve the buyer, the other man will *feel* that he is not trying to "put something over" on him. Faith will be engendered, which is the basis of complete and unquestioning confidence.

Many salesmen make the mistake of trying to demonstrate their *dis-interestedness* when they

The Selling Process

work to Persuade. The buyer knows that is not sincere. Of course, the salesman really wants to close the sale, as the prospect realizes. So it is valuable to the salesman that he suggest how *he* will profit by serving the buyer, while suggesting how the buyer, too, will profit.

A certain salesman of grain perceived that his prospect doubted the profit of purchasing. The salesman had quoted a price of \$2.00 a bushel. The prospect had intimated that he thought the market was about at the top.

Proving
Profits to
Prospect

"Of course, one can never be sure," remarked the salesman, "but I firmly believe there will be an advance of twenty-five cents a bushel or more. So I'll make you an alternative proposition. My commission on this grain is 5%. I'm willing to make a personal deal with you on this basis, if you prefer: You buy the grain at \$1.90, which is my net cost. Then you hold it three months, unless we agree to sell out sooner, and we'll split the profit 50-50. If the market goes just to \$2.10 a bushel, I'll simply make my straight 5%. But if it rises to \$2.25, as I'm confident it will, my commission will be increased 75%."

The salesman showed he was not selling grain for his health. He also proved his sincerity. Further, he suggested to the prospect that by making an outright purchase at \$2.00 he could secure for himself *all* the probable profit of an advance in price beyond \$2.10. Consequently the salesman

The Selling Process

stirred a Desire to buy outright, which was the determinant of the sale. The order was taken on the flat price basis, which was what the salesman wanted; though his alternative proposition had been entirely sincere.

Three Factors
Of Art of
Persuasion

There are three factors of the art of Persuasion and Creating Desire that the salesman should have constantly in mind while he works at this stage of the sale.

First, it is necessary to *keep the prospect's Desire on the main track*. "Any old way" will not take Desire through to the successful end of the selling process. Prospects are prone to jump the track and start off on tangents. When they do, don't ramble with them, but lead them back to the main line.

Second, the salesman needs to *arouse vivid images of the satisfaction* the prospect would derive from using the goods that will fill a lack he feels. That is, the salesman must *start* imagination to working toward Desire's fulfillment.

Third, the salesman should *augment these images he has started*, by suggestions in words, tones, or actions that *keep imagination working*. There are degrees of Desire, of course. The salesman must continue his tactics of Persuasion until he is confident he has created the degree of Desire that is necessary to accomplish the sale.

All through the process remember when you are practicing Persuasion to work on the *heart* of the prospect, not on his *mind*.

CHAPTER X

HANDLING OBJECTIONS

The Second of the "Convincing Steps" of the Selling Process

IT is very important to understand first of all just what an Objection *really* is. It isn't a *negative* sign as most salesmen have regarded it. An Objection is a *positive* proof of Interest and an indication of Desire. Only the prospect who takes no interest in your goods or your proposition refrains from Objections.

Objection
Is a Good
Sign

Correctly viewed, an Objection appears to the salesman as an encouragement rather than as a discouragement. He may feel sure that if the prospect's mind and heart were not stirred to action by the goods or the proposition presented, no Objection would have been raised. *An Objection should be handled, therefore, as a help to the salesman and not as a hindrance.*

Broadly speaking, only two Objections are impossible to handle as helps in selling. If a prospect has no *money* with which to pay for what the salesman wants to sell him, and there is no way he can get the necessary money to buy, the financial Objection stops the sale. Similarly if the pros-

Only Two
Objections
Conclusive

The Selling Process

pect does not *need* what the salesman has to offer, and objects to buying because he has no need for the goods or the proposition, the Objection must be considered conclusive.

Outside of these two Objections of "no money or no need" there are no Objections which cannot be turned to account as helps in selling; for if an Objection is removed, the salesman's proposition is made more attractive in comparison with what it appeared when the Objection was raised. The resistance of the prospect is partly broken down when an Objection is cleared away, and when he once starts "coming your way" it is comparatively easy to keep him coming.

Actual and
So-called
Objections

A distinction must be drawn, however, between actual Objections and so-called Objections. Only the *genuine* Objections prove interest and indicate desire. Excuses and postponements attempted by a prospect are not to be handled as if they were actual Objections. If the salesman dignifies an excuse or a postponement by treating it as an Objection, *he*, not the *prospect*, makes it an obstacle. There are some cases in which an excuse is legitimate or when a postponement is asked by a prospect in perfect good faith. But the ordinary excuse or postponement is merely an effort of the prospect to put off the salesman or to get rid of him without giving him a chance to present his proposition.

The prospect intuitively takes a defensive atti-

The Selling Process

tude toward the salesman who approaches him. It becomes a characteristic of any man to block a salesman if he can, especially if the prospect is approached often by salesmen. So he tries to fend off any possibility that he might buy, and makes excuses or postpones consideration of the salesman's proposition.

If the salesman accepts such excuses or postponements without attempting to get rid of them, the prospect has accomplished his purpose. But if the salesman brushes aside the excuse or postponement as if it were but a cobweb, in ninety-nine out of a hundred instances the prospect will not insist on his subterfuge.

The genuine Objection, however, must not be disregarded. It is necessary that the salesman get rid of it, whether it is put forward in good faith or not; and in getting rid of it he should work in such a way as to utilize the Objection as a *help* in his salesmanship. Its skillful removal clears the path for the prospect's desires and increases his emotive inclination to buy. The prospect will feel far more confidence in the goods or the proposition presented to him if he first makes all the Objections he wishes, and they are effectively disposed of.

Genuine Objections are not all *actual hindrances to buying*; hence it is advisable to make another distinction just here. *An actual hindrance to buying requires that the salesman change his selling process to get rid of the hindrance.* Objections

Ignore an
Excuse But
Never an
Objection

The Selling Process

proper which are not actual hindrances to buying do not necessitate any such diversion of the salesman's efforts from the main course. He goes straight ahead with his sales program unless he encounters a real hindrance to buying. Then he turns aside *temporarily* until he disposes of the hindrance, and afterward goes on toward his main goal. In other words, he treats the large majority of Objections proper as *aids* to his salesmanship, and regards only the hindrances to buying as *real obstacles* which might prevent him from closing the sale with an order.

Only Three Hindrances To Buying

There are but three hindrances to buying:

First, *lack of true understanding* on the part of the prospect;

Second, *his present lack of money* with which to buy;

Third, *prospect's present lack of means or capability to use or re-sell the goods to advantage.*

If a prospect does not understand the goods or the proposition of the salesman, it would be utterly useless to continue an attempt to sell him without first aiding him to knowledge of what is being presented. So when an Objection indicates that the prospect lacks understanding, the salesman needs to become for the nonce, a teacher. *If the Objection arises from want of knowledge, it disappears just as soon as the knowledge is acquired by the prospect,* and it is no longer a hindrance to buying. When it is disposed of, the salesman re-

The Selling Process

turns to his presentation and goes on, straight ahead.

If the prospect lacks money with which to pay for the goods, the salesman would be wasting his time if he continued his attempt to sell after learning of the Objection; unless he can help the prospect to get the money necessary. So here, too, the salesman must pause in his selling process and become the financial aide of his prospect. *When the money problem has been solved* the salesman can resume his salesmanship progress and go on toward his goal.

Handling
Hindrances

And, thirdly, the salesman must stop the main selling process if he encounters the Objection that the prospect lacks means or capability to use or re-sell the goods to full advantage. It would be useless, for instance, to attempt to sell a merchant a new trade-mark brand of goods that requires advertising, unless the storekeeper has the means to advertise. If the Objection is raised, the salesman needs to become an advertising counsel for the purpose of helping his prospect to the means he lacks. Perhaps a window display can be planned which will cost nothing in money. Or take another instance, the case of a prospect who objects to buying a book because his eyesight is so poor that he cannot read. Here the salesman is temporarily diverted from his principal purpose. It is necessary that he work out a plan by which some one can read the book to the prospect, or that

The Selling Process

the prospect be shown that a good oculist or optician would give him ability to read. In both these cases the salesman would return to his main purpose *just as soon as the hindrance to buying was disposed of*.

Objection Of No Need

We will not give any time to consideration of the Objection that there is no need for the goods or the proposition presented. Such an Objection would be a hindrance to buying, of course. If the salesman encounters this Objection and recognizes that there really is no need (as when a prospect already owns the book which the salesman offers) it would be a waste of time to go any farther with *that* attempt to sell. The salesman should either start a new sale (as of another copy of the book, to be presented to some friend of the prospect) or he should abandon his effort to sell this prospect (as in the case of a piano-owner who convinces a piano salesman that the instrument he already owns fully satisfies his needs for a piano). Of course, if the Objection that there is no need for what the salesman offers does not convince the salesman that a need is really lacking, he is not diverted from his main course by the Objection; for it is not an actual hindrance to buying if the salesman can show the prospect there *is* a need which he hasn't recognized.

Now let us turn our attention to Objections proper—the Objections that the salesman can util-

The Selling Process

ize to *aid* him in his main purpose. How should these Objections be handled?

The process of handling an Objection is greatly simplified if the salesman knows just *what* the Objection is. But if a prospect withdraws himself into a shell of reticence, yet indicates there is some hidden Objection, he makes the salesman's task somewhat difficult. In every case it is primarily important to learn what the Objection is which is preventing the prospect from buying. However, the salesman should avoid if possible the *statement* of an Objection by the *prospect*. It is simply human nature to defend a statement once made. Hence, if the prospect is asked the blunt question, "What is your objection?" and if he answers it truthfully, the Objection becomes hard to get rid of, for the prospect will not readily yield on a point *asserted by himself*.

Handling
Objection
Proper as
Selling Aid

Therefore the salesman should endeavor to forestall an Objection that he perceives the prospect is formulating and that he believes the prospect might state, on the one hand. On the other hand, when there is no indication of what the Objection is, *the salesman should try to discover the Objection* by suggesting various ideas which indirectly would give him clues from the responses of the prospect to the suggestions.

Suppose the case of a salesman in a clothing store, presenting to a prospect suits of various prices. He perceives that when he shows a suit

The Selling Process

the price of which is forty dollars, the prospect appears interested until the price is given; then he lays the suit aside and looks at something else.

Drawing Out
Prospect
Foretelling
Objection

Plainly this prospect is raising the Objection of cost, in his own mind. If he *states* that Objection, he will be apt to stick to it and refuse to be dissuaded from his idea that he cannot afford a forty dollar suit. But if the alert salesman recognizes the Objection before it is spoken by the prospect, and mentions it himself, then at once disposes of it by a demonstration that cheap clothes are not true economy, the force of the Objection is greatly lessened. The prospect will lose confidence in his idea that he should not buy a forty dollar suit. The question of what price he will pay becomes relative, and is not settled in advance by a statement of price limitation. The prospect is at least open to conviction before he takes his stand definitely in his own words.

Or suppose that the prospect gives no indication that the salesman can read, as to what his Objection is, yet he shows no inclination to buy any suit that is offered to him. The salesman knows there is some Objection, but he has been unable to perceive a sign of *what* the real Objection is. He must find out, for his salesmanship is balked. Still, it would be unwise to ask the direct question if it can be avoided, lest he strengthen the Objection by letting the prospect state it. So the salesman has to work with suggestions until he gets a clue.

The Selling Process

This may seem to you a difficult job; as it is practically mind-reading. But you start with the wrong premise; for you probably have thought that it is *hard* for the salesman to read the mind of his prospect. *There is no difficulty about it to the skillful, thoroughly trained salesman.* Remember that throughout the sale *the salesman should keep the lead* if he possibly can. Therefore when you make a suggestion to a prospect and he gives no indication in his words, his tones, or his actions that he is in accord with your suggestions you may feel reasonably certain that he disagrees. His disagreement is a clue to some Objection he has been concealing.

If you have prepared yourself efficiently for the sale of your line, you know what Objections are commonly raised against the point you suggest in favor of buying. It is safe to conclude that these are the Objections your present prospect is raising in his own mind. So *you* state the Objection and forthwith get rid of it. After a little practice, aided by your observation of the prospect, you will be able to hit the nail on the head almost always. You will perceive that the prospect manifests a new degree of interest in your proposition after you have removed the obstacle he had erected against his buying what you offer.

We will assume now that you have determined *what* the Objection is, and that you skillfully have avoided its actual statement by the prospect.

The Selling Process

What is the next thing to do in handling the Objection?

Struggle of
Prospect's
Mind and
Heart

We have said it should be disposed of *forthwith*, but that might mislead you into the idea of precipitate or aggressive action against all Objections. This would be as much a mistake as it would be to treat every man you meet in life just as if all men were alike. As individuals differ in nature, so do Objections. Indeed, *an Objection is an indication of one side of a man divided against himself*. It therefore partakes of his human characteristics. You must understand its *nature* correctly if you would handle the Objection aright.

In our previous studies of various steps of salesmanship which precede the Objections stage, we have learned that both the *mind* and the *heart* of the prospect and of the salesman must function if the order is to be given by the buyer. We have differentiated between the *mental* processes that result in Attention and Interest, and the *emotive* process by which Desire is stirred and strengthened. Now, at the Objections stage of the sale we find the mind and the heart of the prospect engaged in a *struggle*. The heart, as we know, does the buying; and the mind prevents the purchase when the prospect does not buy. *The prospect would not take the trouble to Object to your goods with his mind unless there were a heart tug for your proposition which he feels he should resist*.

In any struggle one party or the other is the

The Selling Process

dominant factor at any given moment. When one fencer thrusts or feints, the other duelist parries or takes counter defensive action. It may be that the next instant the tables are turned. But there is no time in the actual fighting when each contestant is not either taking the lead or attempting to repel an attack by his opponent. So it is in the duel that takes place between the mind and the heart of the prospect at the Objections stage. And it is very important to the salesman that he know the *nature* of the blow that is struck in the form of an Objection, and that he be sure also of the *origin* of the Objection raised by the prospect.

Assuming that the Objection is made in good faith, it indicates one of two conditions within the prospect. First, the prospect may be interested in the goods and have a desire for them, but have *strong thoughts* against *weaker impulses* to buy. Evidently in such a case the mind dominates the heart. For example, a man with only ten dollars to his name resists the appeal of something that is non-essential, a book for instance, and decides that he will keep his money for some essential need. He makes an Objection with the purpose of conquering his emotive inclinations by the strength of his mentality. The salesman is up against resistance hard to overcome, in such a case; though it may be much better for the prospect to own the instructive book the salesman is offering than to have a new pair of shoes or another hat.

Which
Dominates?

The Selling Process

Second, the prospect may feel a strong *desire* for the goods or the proposition of the salesman, but *think* that he ought not to buy, yet wish his mind would support his heart. He Objects wistfully. Subconsciously he entertains a sort of hope that his mind is wrong and that his heart is right. Suppose he thinks it would be foolish to buy the book when he needs a new pair of shoes, but would prefer to go without the shoes if he could see that buying the book wasn't foolish. He Objects just because he does not want to make a fool of himself. All the salesman needs to do in such a case is to demonstrate that the purchase of the book would be wise. The degree of opposition will be in proportion to the weakness of the desire. If the desire for the book is very strong, the opposition of the prospect's mind will not be hard to overcome and his heart will win the duel.

Double
Nature of
Objections

Most failures in handling Objections are due to the failure of the salesman to comprehend the double nature of what he is handling. If you try to meet an Objection by a purely mental process, you will not succeed, for when mind attempts to overcome mind, antagonism is the result instead of harmony. Debates never convince the debaters. On the other hand, if you meet an Objection with emotive measures only, you will fail; because the mind of the prospect, too, must be satisfied or he will not buy and stay sold. Even his heart will suspect the sincerity of your emotional appeal.

The Selling Process

How, then, can the salesman proceed effectively? How may the Objection be overcome without causing the heart of the prospect to doubt the salesman's sincerity and without antagonizing his mind? It looks like an impossibility. But that view is due to a misconception of the nature and origin of Objections and to a lack of understanding of the part the salesman should play in the struggle at the Objection stage.

He must recognize that this is the prospect's fight, not his. When the salesman participates in the struggle, he must do so *only as an ally of the prospect's buying side, his heart.* And he must be very careful not to appear to be doing any *fighting* at all, lest he make an enemy of the prospect's mind. The salesman just supplies the heart of the buyer with the means of fighting. He stimulates and strengthens desire precisely as a second in a prize fight helps his principal.

It is the
Prospect's
Fight

After the salesman ascertains *what* the Objection is, he should determine what *causes* it, before he takes any measures to get rid of it. He needs to feel sure that he knows its nature and origin; then he can judge what part he should play in order to help the prospect's heart dispose of its mental antagonist. *There will be no bad after-effects if the struggle is wholly within the prospect and the salesman does not appear to be an interfering participant.*

When the salesman knows what the Objection is, and also its nature and origin, he will be able

The Selling Process

Seconding The Prospect

to decide how it can be handled best. He is like the second beside the prize ring, watching the opponent of his principal. He sees the blows struck, analyzes them, and sizes up the punch and courage and strength of the hitter. From time to time the second encourages or cautions his principal. There are occasions when the actual fighter is antagonized temporarily by what his second tells him. Sometimes the other pugilist resents what the second says. But so long as the second stays out of the ring, there is no danger that he will be slugged in the course of the fighting. And in the contest between the heart and the mind of the prospect at the Objections stage of the sale, whichever gets licked usually is a good loser; so that the partisanship of the salesman as second to the prospect's heart is not held against him by the prospect's mind. After the fighting is over, everything is friendly if the rounds have been clean and if the second has not exceeded the limits of his proper functions.

It will help the salesman to determine *what* the Objection is, its *nature* and *origin*, and how to *get rid of the danger* of it, if he makes a classification of Objections proper, *according to their causes*. We may put any ordinary Objection encountered under one or another of six heads. And by preparing ourselves with ways of getting rid of the Objections of each class, we make sure that whenever we can classify the cause of the Objection we will be ready to meet and dispose of it.

The Selling Process

Causes of Objections

Objections are due:

First, to the buyer's fears; or,

Second, to his unwillingness to change his buying habits; or,

Third, to some feature of the goods or proposition presented; or

Fourth, to general conditions; or,

Fifth, to the buyer's opinion of the salesman; or,

Sixth, to some cause that is "personal" with this buyer, at the time.

Having classified a certain Objection under one or another of these causes, the repertory of the salesman will enable him to select the exact method of handling that Objection, as he could not do if he did not first determine the cause of the Objection. *The Objection is just a symptom of what ails the prospect, not the disease itself.* Therefore do not make the mistake of working on the symptom. Go back to the disease and treat that. If it is purely a mental ailment, handle it as such. If the cause of the Objection is *mental-emotive* (that is, if the feelings are involved), the heart as well as the mind requires medicine. Nearly always it is wise to treat both the heart and the mind in order to get rid of Objections. Their origin is emotive, for unless there were desire for the goods, no real Objection to buying would be raised by the prospect. So the heart of the prospect must be taken into consideration in handling the case.

The Selling Process

But the Objection itself signifies a mental decision; so the mind, too, requires treatment.

Prospect's
Tones and
Acts When
Objecting

You recall that when we were studying the means by which ideas may be conveyed from one person to another, emphasis was laid on the especial importance of utilizing tones and actions to communicate ideas to the prospect, rather than using just words. And, vice-versa, how the prospect's tones and actions should be noted in order to learn his thoughts and impulses. It is very important to analyze the *tone* in which an Objection is stated or inferred, and the *actions* of the prospect when he is Objecting, either to the salesman or within himself. The salesman then will be capable of judging what help the buyer's emotive side needs to enable it to get rid of the Objection.

For example, if the prospect uses a high tone when he expresses an Objection, the salesman knows that only the head of the prospect is involved in the Objection. The "tone of mentality" is higher than the tone of emotion, as we all know if we stop to think of it. There are gestures and facial expressions, too, that we recognize as indicating little real force; and there are other gestures and expressions which we know "mean business." In these latter the prospect manifests his emotive side, with his mentality.

Now, let us suppose that the salesman has discovered the Objection and has classified it as to its cause, *he must decide just how he will go to the*

The Selling Process

aid of the prospect's inner desire for the goods, of which the Objection is an indication. The salesman has avoided the statement of the Objection by the prospect, we'll assume, and has put the Objection himself; then wants to get rid of it most effectively. To accomplish this result, he may use one of three methods, or a combination of them.

First, the *emphatic denial*. At once you think that will be likely to provoke antagonism. Probably an emphatic denial *in words*, except to a big man, would make the prospect bristle. But there are cases in which an *emphatic* denial of an Objection is necessary. In order to avoid running the risk of offending the prospect by declaring that his assertion of an Objection is untrue, use tones and actions for emphasis of words that in themselves are not offensive. Suppose a prospect Objects on the ground that you are giving better prices to some other buyer, and declares that he has seen the lower quotation with his own eyes. You know he is a liar. It would destroy your chances to *say* so. Instead you deny emphatically by your tone and accompanying gesture, but say only, "Mr. Blank, I represent a one-price house. Either you misread the quotation you saw, or it was sent out in error." Then you proceed with your sales presentation. The prospect knows perfectly well that you don't believe he ever saw such a quotation, but he is not offended by your attitude toward his false Objection. He will "stand

Emphatic
Denial

The Selling Process

for" your tone and gesture, but would not swallow the words if you accused him of a falsehood.

"Yes, but—"

The second method of getting rid of an Objection might be called the "admission, but—" method. Here you grant the truth of what the prospect asserts, or what you perceive he is thinking, and which you then state for him, but you instantly follow this admission by a counter assertion of something that completely nullifies the Objection. The common Objection that the price is higher than is quoted by some other house may be met effectively by the "admission, but—" method.

"Yes," you grant in an emotive tone, as man-to-man, "but," you add in a tone of power, with a gesture to supplement its force, "the house you mentioned does not make this grade of goods, or pretend to do so. Their line is manufactured, Mr. Merchant, for a class of trade much inferior to that which you cater to."

If you are speaking the truth (and you should not make any statement that is not absolutely true), the Objection is cleared away by your admission and the counter-acting "but" which follows it.

Third, an Objection can sometimes be turned into a *boomerang* against the mind of the prospect that threw it out. A prospect to whom you are trying to sell an insurance policy Objects that he has no need for insurance, and declares that he

The Selling Process

never has been sick a day in his life and that all his family are long-lived. You handle this by declaring that you solicit an application from him *because* he is a man of fine habits and good health; that *your* company will not grant insurance except to men of his high standard; which is one of the reasons that *your* company has such a low loss rate and can keep the premiums down by the return of unusual dividends to policy holders.

Then you go straight ahead and show the prospect that he does need insurance, just as if he had not interrupted you with his specious Objection. You make it plain to him that you represent a *life* insurance company, not a *death* insurance company.

Boomerang
Some
Objections

Observe, with regard to the use of these three methods of handling Objections, how the salesman avoids engaging in a duel with the prospect. *The duel is between the mind and the heart of the other fellow, as we have seen.* But the salesman does not mix in the contest, as one of the principals. When he emphatically denies an Objection, he simply supports the *inner desire* of the prospect as strongly as possible and does not act in such a manner that the *mind* of the prospect is antagonized. Similarly when he makes an admission and immediately nullifies it with a "but," and when he shows the prospect that the Objection is a boomerang, *the skillful salesman is careful to appear only as the second to the desire of the prospect.* Analyze

The Selling Process

the illustrations we have considered, and it will be evident that in none of the three cases is there anything that might offend the prospect.

Opportunity
To Serve
Prospect
Who Objects

Time and again in these chapters you have been reminded that the purpose of the salesman always should be real service to the buyer. Once more you are reminded of that. *When you handle Objections, remember that you have come to aid the prospect in satisfying some actual need.* He may need to be taught that he has a need. You may have to remove many hindrances to his buying what he needs, after showing him that he lacks what you offer to him. He Objects for various reasons, but in each Objection you should recognize an opportunity to do him a service as a teacher of things he really wants to know, whether he realizes it or not. Of course, you must be very tactful in your teaching and avoid any appearance of being a school master; for people always have rather resented instruction, as the traditional attitude of the pupil to the teacher proves.

The importance of being the master of the sale at all stages has been emphasized frequently to you. In planning your approach, in gaining an audience, in securing attention and interest, in awakening a desire, you direct and control the selling process. But at the Objections stage you often are on the defensive. *You* know that it is not *your* fight, but the *prospect* does not understand that usually. Striking out against the resistance

The Selling Process

of his mind, his heart may even aim at you, under the mistaken impression that *you* are its antagonist. When the prospect hits you, don't get sore. *Patiently endeavor to get him back to his job of fighting against himself.*

As soon as you accomplish that result, you know you are running the scrap and that it is not running you. Make the prospect answer his own Objections. Show him you are not concerned, but that he has driven himself against a post. It is not *your* business to overcome the Objections, *but to impel the prospect's heart to conquer his own mind* when it opposes his desire.

Don't Let
Prospect Run
The Fight

Certain Man qualities are necessary in the salesman who handles Objections effectively. We may group them under three heads; as mental qualities, mental-emotive qualities, and ethical qualities.

The mental qualities essential to handling Objections skillfully are resourcefulness, diplomacy, and capability to keep the prospect from running amuck with Objections. You must make him "unify" or stick to his job.

Man
Qualities
Required

The mental-emotive qualities required are patience and calmness.

The ethical qualities needed are absolute truthfulness and an honest, sincere desire to serve the best interest of the prospect.

Different sales-managers disagree as to whether it is better to meet Objections directly or to avoid

The Selling Process

them. Some require their salesmen to meet Objections "face to face" every time. Other executives instruct their salesmen to dodge an Objection if possible. The object of both kinds of sales managers is to have the salesman keep *control* of the sale.

Adaptable Handling of Objections

But salesmanship resembles seamanship in many ways. The salesman should be the captain of his sales ship, and keep the helm under his control. It certainly would be wrong for him, however, to meet all the obstacles to navigation alike. Reefs and sandbars should be avoided. Ice and opposing waves must be plowed through. So the salesman should be *adaptable* in encountering Objections, and should suit his salesmanship to the circumstances of each case.

Of course, *it is poor salesmanship to raise Objections that the prospect has not thought of.* The skillful salesman avoids difficulties if he can. But he does not attempt to ignore any real Objection that the prospect raises. If he were to try such tactics, he would almost certainly make the Objection seem very formidable, though it might be trivial in fact. A safe rule to go by is this: *Get past every Objection you encounter, either by going through it or around it in the plain sight of the prospect.* The important thing is to prove to the prospect that the Objection is not an impassable hindrance to his buying. If you try to ignore an Objection of the prospect and to

The Selling Process

go on with the selling process, the prospect's mind will not follow you. The Objection will block the way every time the prospect thinks of it.

However, you are not to let the prospect divert you from your main purpose and permit *him* to take control of the selling process. It is not necessary to dispose of an Objection immediately after it is raised. Defer your answer if possible, in cases where you would have to make a fresh start with your presentation if you stopped to dispose of an Objection. Say to the prospect, "I will come to that point in a few minutes," then go on with your explanation or statement. But be sure to recur to the Objection at the proper time and draw the particular attention of the prospect to the fact that you *are* taking up the point he raised. Maybe he has thought you an artful dodger, and that you avoided an earlier reply to his Objection because you could not meet it effectively. You dispose of it completely and successfully when you yourself raise the point, and the force of the Objection is dissipated. For example, a prospect objects to buying an Encyclopaedia Britannica because of its cost. You defer meeting that Objection until you have demonstrated the great value of the reference books; then you dispose of the Objection by explaining your installment plan of payments which makes the amounts of money required each month seem insignificant.

Answer
At Your
Own Time

Very often a prospect makes an unfounded Ob-

The Selling Process

jection in perfect good faith. The Objection may appear absurd, but you should treat it as though it deserved respect. Do not assume an attitude of superiority. Inform the prospect in such a way that he will perceive you regard him as your equal, and neither look down on him nor up to him. *Too many salesmen handle Objections as if they were only obstacles in their own paths.* So when they know an Objection amounts to little or nothing, they show contempt or disregard for it. That method is altogether wrong. Remember that the Objection bars the *prospect from buying*, not just *you from selling*. Get it out of *his* way; help *him* to remove the obstruction that blocks his emotive desire to possess what you are selling.

Help Prospect
Get Rid of
Objection

When an Objection is raised, make up your mind whether or not it is put to you *in good faith*. If it is, take pains to aid the prospect in disposing of it completely, to his satisfaction. Should you feel certain that the Objection is *not* raised in good faith, use tones and gestures that manifest to the prospect the *emphasis* of your denial of the validity of the Objection; then go right on with the selling process. The prospect will not try to lie again on that point if you show him that you know his assertion of an Objection is untrue, and if you do not offend him by making the accusation in words that he has told a falsehood.

Excuses and postponements are really lies in most cases. They should be disregarded, without

The Selling Process

rubbing the prospect the wrong way. You ignore the excuse and the attempt to postpone; as a result the prospect respects you for refusing to be bamboozled, provided you are not offensive in your method of disposing of his false Objection.

Very likely you have been advised that an excellent way to handle Objections is to work for the purpose of increasing the prospect's Desire; so that his Objection will be minimized. This counsel is good, if it is not taken as a cure-all. It will pay you to make a list of the Objections you expect to encounter, and to list opposite each the Desires that may be employed to counteract the Objection. For example, a buyer's fear to risk his money in the purchase of what you are selling may be counteracted by feeding his Desire to make profits; you show him that he can re-sell your goods and make "good money" in the turn over.

Counter
Negatives
With Positives

Keep in mind, however, that the Objection is not a *negative*. Treat it as a *positive*. Use it, don't neglect it.

CHAPTER XI

SECURING DECISION AND OBTAINING SIGNATURE

The First of the "Closing Steps" of the Selling Process

Not Hard
To Close

CLOSING" is generally regarded as the most difficult part of the selling process. But why should it be especially hard to *get the order* from a good prospect whose Interest and Desire have been secured and whose Objections have all been effectively disposed of? In such a case the prospect has been convinced that he needs the goods; he has the money to pay for them; he wants them and feels assured they will satisfy his needs. Then it should be *easy* to get the order, instead of hard.

Closing is regarded as difficult because usually the blame for a failure to get an order is laid on the salesman's inability to secure a "Yes" at the *final stage* of his effort. It is clear, however, that if the salesman has been *successful* in his work throughout all the previous steps of the selling process, *the prospect is all ready to buy*. If he says "No" after the hindrances to his buying have been removed, something *new* must have come up to balk his Desire, or the salesman must have failed

The Selling Process

to perform some final service for him to complete the sale.

Of course, it is difficult to "close" a prospect whose objections to buying the goods have not all been cleared away. It is still harder to get an order from a prospect whose desire for the goods has not been aroused. The difficulty increases if interest has not been won. Every step of the selling process which has been ill-taken before the final stage is reached makes it harder to secure the favorable Decision and the Signature. If the prospecting was wrong, and the man being interviewed isn't a prospect at all, getting an order from him is impossible.

Earlier Poor
Salesmanship
Makes it
Hard to Close

Let us start our consideration of Securing Decision and Obtaining Signature without making the common mistake of putting more blame on the poor "closer" than he deserves in comparison with the poor preparer, or poor prospector, or poor sizer-up, or poor approacher, or poor attention-and-interest gainer, or poor persuader of desire, or poor handler of objections. *If poor salesmanship has been used in the earlier stages of the selling process, the bad effect keeps accumulating until the closing point and kills the salesman's chances.* Therefore when you analyze the work of the poor closer, be sure you study critically all his tracks from the beginning of the selling steps he has taken. The odds are ten to one that you will find he had failed *before he attempted to close.*

The Selling Process

Salesmen
Seldom
Shown How
To Close

But we are much more interested in the *successful* salesman than in the failure. We have been studying the methods of *good* salesmanship. For our present purpose let us assume that a real prospect was selected by a well-prepared salesman; that he was properly approached and sized-up; that his attention and interest have been secured; that his desire has been aroused and all his objections have been disposed of—in other words, *that when the closing stage is reached the salesman has done his previous work efficiently*. Now we want to learn how the Decision should be secured in favor of buying, and how to get the prospect to act on that favorable decision and Sign the Order.

Every sales manager rates his men according to the orders they close. Consequently all sales managers emphasize the importance of the signature on the dotted line. Salesmen are commanded and prodded and begged to “get orders;” they are discharged if they fail; *but they are not given any exact instruction in the art of closing*. Usually they are handed a lot of glittering generalities, or are just directed to summarize strongly at the closing stage the best points they have brought out before. Much emphasis is placed on the salesman’s old, over-done, familiar friend—the “psychological moment.”

Right here let’s rid our minds of the common fallacy about the psychological moment when the prospect decides to buy. Of course, there is a

The Selling Process

point of mental transition at which the Decision is reached, *but that psychological moment is of no greater importance than any other instant of transition in the progress of the prospect toward the end of the sale.*

There is a psychological moment of great importance when the attention of the prospect is turned from some other object and concentrated on the salesman or his goods. Another psychological moment of essential significance occurs when attention changes to interest. There is still another psychological moment at which desire begins, and again another when an objection is disposed of. *The psychological moment of Decision is just one of the procession and is of no more importance than its predecessors.* It is necessary that the salesman recognize the arrival of the closing point, of course; but it is equally essential that he know when he has reached each of the earlier psychological moments.

The
Psychological
Moment

Most of the difficulty salesmen experience in closing is due to the fact that they don't understand the closing process. Not comprehending *what* to do they do not know *how* to secure the Decision and the Signature. The large majority of salesmen do nothing *new* at the closing stage, but simply repeat with more force what they have done previously. They summarize their strongest points already made. They work as if the sale were a battle. They "slug" the prospect as hard

The Selling Process

as they can with facts and reasons, and seem intent on winning with a knockout. Apparently they expect to come out victorious by using all their second wind after beating down the prospect's objections.

New
Tactics
Required

The correct process of closing requires the salesman to employ methods not previously used in the sale, methods which are the opposite of those he has utilized when taking the earlier steps. Hence it is small wonder that failures to close result when the salesman does nothing new in his effort to secure a Decision, but merely repeats himself.

Up to the closing stage the skillful salesman works to get across to his prospect ideas of likeness. When closing, the effort of the salesman should be to convey images of contrasts to the prospect. The two processes are altogether dissimilar. Let us make a brief analysis of each, in order that our conceptions may be clear.

Change
From Like
To Unlike
Suggestions

We know that interest in the salesman's goods, and desire for them, are necessary before the prospect will buy. Now consider what is interesting to a man, and what he desires. Things that are *like his ideas*, of course. Nobody, for instance, desires a thing that *differs* from his ideas. If your taste is for "quiet" clothes, you would not be interested in a suit of loud pattern however good the quality of the cloth or however low the price might be. And if you have an objection to anything, your mental opposition or mental-emotive resistance of

The Selling Process

an impulse to buy is due to your idea that the article is *unlike your ideas* regarding such an article. The salesman removes your objection by showing you that the article in reality is *like* your ideas. Even the original attention of the prospect cannot be held to the salesman's goods unless they appeal to an idea of *likeness* in the mind and heart of the prospect. If a clerk in a store holds up a knitting bag to a *woman* shopper, her attention is won because the idea of a knitting bag is like an idea of knitting, which the ordinary woman has. But no *man* would hold his attention to a knitting bag, because knitting ideas are dissimilar to any ideas he has.

The purpose of the salesman throughout the presentation steps of the sale and the convincing steps is to cause the prospect to *like* the goods because of their *likeness* to his ideas. So, of course, the salesman uses the methods of *comparison*, then. But it is not sufficient that the prospect desire the goods which the salesman offers. If the sale is to be consummated, he *must decide to buy them*. The purchase will be made only if the prospect goes through a process of *contrasting* ideas in favor of buying and ideas against buying. *Decision is a weighing process*, by which the prospect determines that "Yes" is heavier than "No" or vice versa. When he weighs the ideas in favor of buying in contrast with the *lesser* weight of the ideas opposed to buying, he decides to buy and

Closing
Involves
Process of
Contrasts

The Selling Process

says "Yes." If the balance tips the other way, he says "No," because he sees that the affirmative ideas are out-weighed by the negative.

Bring Out
The Scales
And Weigh
Both Sides

Innumerable sales end in turn-downs for the reason that the salesman has failed to put the prospect through the contrast process of Decision. The salesman uses the same methods he has been employing previously, and neglects to bring out his scales to demonstrate the difference in weights between the ideas in favor of buying and the ideas against making the purchase. Countless other sales are completed by the prospect unaided by the salesman, when the prospect does the weighing himself wholly on his own initiative.

Salesmen in general seem afraid to touch the unfavorable elements that appear in the course of the selling process. They are inclined to edge away from or to ignore an objection, for instance. This is a mistake in salesmanship, as we have perceived in our study of the objection step. In their efforts to close the sale these salesmen avoid any mention of the points *against* buying, fearing lest they defeat their own purposes by reminding the prospect of his objections and opposition to purchasing. They continue to present ideas of *likeness*, and are very careful to keep away from the *contrasting* ideas. They work as if they were trying to mesmerize the prospect into complete forgetfulness of any thoughts or feelings in opposition to buying. These salesmen fail because they are

The Selling Process

not expert hypnotists or because their prospects are proof against mesmerism.

The prospect remembers the thing the salesman wants him to forget, and magnifies it.

Sales Lost
By Omitting
Weighing
Process

Since the salesman does not take pains at the closing stage to show the *true* size and weight of the ideas in opposition to buying, the prospect puts into the scales of decision his falsely big and heavy ideas of "No" and the sale is lost.

It is a mistake to omit the weighing process by which the contrasts of affirmative and negative ideas may be shown clearly. The prospect never decides, either way, without tipping the balances in his own mind. Time and again you have been reminded of the importance of retaining control of the sale at all stages. If you let the prospect do his own weighing he naturally will do the job *his* way, not yours. *Therefore you, the salesman, should be the weighmaster at the closing stage.* If you take charge of the process and show that you are weighing fairly, the prospect will not feel inclined to handle the balances himself.

What to do at the closing stage, then, is to demonstrate the *contrast* of the weighty ideas *for* buying and the light-weight ideas *against* buying. You have already shown the *likeness* ideas in the sale, and if your work then was well done, you will not need to remind the prospect at the close that your goods are like his ideas.

Now we need to perceive *how* to do the weighing

The Selling Process

so effectively that the prospect will decide the ideas *for* buying far outweigh any ideas he has had *in opposition* to making the purchase.

Decision
Results from
Perception
Of Difference

When the prospect sees the scales tip on the "Yes" side, his affirmative decision is made. That is the famous psychological moment. The change in the prospect is no more marvelous than one would expect to result when a person who is watching a pair of balances perceives that one side sags heavily and tilts the other far up at the other end of the balance bar. *Decision is a process of mental eyesight, that is all. Perception of contrasts compels Decision.* Seeing likenesses has no such effect. If you now comprehend clearly the difference between the process of Securing Decision and the earlier processes of good salesmanship, you realize why so many salesmen "fall down" at the closing stage.

Futility of
Reiteration

They do not employ the correct process of Securing Decision at all. They just reiterate what they have said to arouse interest and desire. Instead of strengthening their cases, they weaken them; for the prospect begins to feel bored by the repetition. He starts to lose interest and his desire slumps. As a consequence the salesman fails in his final effort.

It is very important that the salesman do his work *confidently* at the weighing stage of the sale. If you went to a grocery store and a clerk weighed sugar for you in an uncertain manner, as if he

The Selling Process

did not feel sure of himself as a weighman, you would not be inclined to take his weight. Confidence in one's own self engenders confidence of another person, provided that one's self-confidence is well founded.

Why should the salesman lack faith in his own work, at the closing stage of a sale? If he knows he has done the right things throughout the various processes of his effort preceding the close, he should undertake the final weighing of the evidence in a thoroughly confident state of mind and heart.

Confidence
And Courage

You have been impressed with the necessity for *courage* in salesmanship and have been shown that courage can be acquired and developed by anyone. Just here we refer again to the quality of courage in order that its part in the close may not be forgotten. *It should be the true courage of entire confidence.* There is absolutely no reason why the salesman shouldn't be confident of getting the order if his work at every previous step of the sale has been done intelligently and with real skill. Therefore when you come to the weighing stage and work to Secure Decision, *have faith* in yourself as a weighman and *show* the prospect by your confident attitude *that you are sure of yourself and of the result of the contrasts you are making before his mental vision.* Thus you will prevent him from doubting your weights, and he won't be able to avoid a Decision as to which way the scale tips.

Skill in weighing is very important, of course.

The Selling Process

Good salesmanship requires, for instance, that you treat ideas *against* buying with *light* tones and with gestures suggesting lightness. Conversely, of course, you should employ your voice and movements to convey ideas of *weight* and *power* when you refer to points *in favor* of purchasing.

Skillful
Weighing
Of Ideas
In Contrast

You are not dealing in materials but with ideas. You weigh images instead of goods. You work to get across to the prospect *mental and emotional impressions of weight*, not thoughts of actual weights or feelings of actual weights. So a part of the art in Securing Decision consists in *making the images for buying appear as heavy as possible* by employing two devices of skillful salesmanship that make favorable ideas show to the maximum advantage on the scales. It is entirely ethical to use these devices, for in so doing you simply conform to laws of human nature. Of course, you employ the same devices to show by contrast that the *images against buying seem very light*.

Two Devices
Of Skillful
Weighing

It is human nature to associate the idea of balance and stability with the idea of weight. The pyramids of Egypt impress us as very heavy; because they rest on a broad, firm foundation and evidently are in no danger of falling. But imagine the pyramids standing up-side down. Their actual weight would be the same, yet they would seem much lighter for the reason that they would be out of balance and unstable. Use this law of human

The Selling Process

nature when you pile up the ideas *for* buying and the ideas *against* buying, on the scales of Decision.

On the "No" side employ as the *foundation* of the opposition to purchasing your goods some *trivial* objection made by the prospect; something he himself must realize is *slight*. Build on this as a starter some objection of a little more weight, and continue in that way until you have erected a pyramid upside down on the negative side of the scale. After you put into its place the really heavy objection of the prospect, taper off again at the top with some more light points against buying. This results in the effect of a structure very unstable and out of balance, which appears light in weight because of the arrangement of the ideas.

Reverse the arrangement on the "Yes" side, except that you build a perfect pyramid with no false bottom. After your affirmative structure has been tapered to the top at which you place the least of your images in favor of the purchase, recur finally to the base and repeat for a moment your principal points. Then show the prospect the contrast between the two sides of the scale. Even were the actual weights exactly equal, the "Yes" side would tip downward quite heavily *before his mind's eye*, and the Decision would be *for* buying.

Stability
Suggests
Weight

The other device of good salesmanship by which the weight of the negative side of the scale can be made to appear slight and the weight of the positive balance seem very great, utilizes another law

The Selling Process

of human nature. We are all accustomed to associate ideas of weight with ideas of numbers. *Two* articles each weighing a pound seem to us heavier than *one* article of the same materials, which weighs two pounds. People who have been used to buying potatoes by the peck look at a bushel of potatoes with suspicion when they are asked to pay four times the price of a peck. They hardly can believe their eyes when they are shown that the bushel basket will fill four peck measures.

Numbers
Suggest
Weight

The good salesman realizes this human nature trait and uses it to make the images *for* buying appear heavier than the images *against* buying. He shows the prospect that there are *many more* "Yes" ideas than there are "No" ideas. If the *numbers* were *equal*, the prospect might decide that the *weight* was the *same* on the two sides. But when he perceives a larger *number* of ideas on the affirmative end of the scales than he sees on the negative side he decides that the "Yes" end is the *heavier*. *He cannot help thinking and feeling that way.*

The salesman, of course, cannot *decrease* the *actual* number of the prospect's objections and *increase* the number of his own points in favor of buying. So his skill in salesmanship consists in *combining* as many objections as possible to make them *appear* as but one objection. In like manner he works to show his best points in more than one light, so that *they will appear multiplied in number.*

The Selling Process

While the salesman is employing these two devices of the skilled weighman, he does not neglect the important element of *keeping the prospect's desire for the goods stimulated*. In addition to using the scientific arrangement of the images on the two sides of the scale, and employing the methods of combination and multiplication to decrease and increase the respective numbers of the contrasting ideas, the salesman also does the double job of artistic painting of the two sets of images.

Not resting his case on the contrast in weights alone, he endeavors to show the ideas against buying in unattractive colors and the ideas in favor of buying in brilliant hues. When the prospect perceives the contrast in weights, plus the contrast in other elements of desirability, he Decides the more readily because of the double contrast than he would if only the one contrast were shown to him.

Painting
The Ideas
For and
Against

Throughout the entire weighing process the salesman needs to be extremely careful to give the impression of *perfect fairness* as the weighmaster. The effect of his work will be wholly or partly spoiled if he does anything that the prospect decides is not fair.

Many salesmen fail as closers though they go through the weighing process because they omit to put on the scales all that belongs on the "No" side, and attempt to weigh in on the affirmative balance, ideas that the prospect feels don't belong there. No dishonest weighman can secure

Unfair
Weighing

The Selling Process

the confidence of a person who is watching him closely. Play square with the contrasts you put in the scales, or the prospect won't accept your weights. From suspicion he will pass quickly to a decision against buying; because he feels he cannot trust his own mental eyes with regard to the weights he has seen.

Reduce
"No's" to the
Minimum

Before we leave this subject of Decision, we should refer to the Decisions that disappoint the salesman. You cannot win a "Yes" every time, however well you work. You do not expect that, and would be foolish if you did. You will be thoroughly efficient in this first step of the closing stage *if you put the prospect through the process of Decision in the correct way*, whether he turns you down or buys at the end. *The most expert salesman just reduces the "No's" to the minimum.* You are to blame only if you do not go through the weighing process skillfully with the prospect. And the salesman who does no weighing of contrasts at all when attempting to close is wholly to blame for his failures.

Decision Is
Only Part
Of Close

The securing of the Decision is only part of the process of closing a sale. There are two more steps of salesmanship to study before our present course shall be completed. In this chapter we are to consider but one of these elements, Obtaining the Signature; that is, getting the prospect to *place his order* after he decides to buy. The last step of the sale, the Get-away and Lead to Future

The Selling Process

Orders, will be studied in our next and final chapter.

The Decision to buy takes place inside the mind and heart of the prospect, but the salesman's purpose in closing is not accomplished unless and until that Decision is *translated into affirmative muscular action* by the prospect.

Make the distinction here between the nature of the action of Decision and the action of Placing the Order. And bear in mind the fact that it is entirely possible to win the decision of the prospect and yet to lose out because he keeps the decision to himself at first; then reverses it and decides not to buy. It is essential to get the decision *out* of the prospect. When he has *expressed* it, he will be altogether unlikely to change his decision. But prior to that point, the sale is not closed.

Getting
Decision
Expressed

We have arrived again at our old acquaintance, the psychological moment. We need to know when it occurs and what to do right then.

The psychological moment of transition from mental decision to the muscular action of actual buying comes at the instant when the weighing process is completed; *provided* the prospect has followed the salesman through the weighing operations. If the prospect has not perceived clearly all the contrasts of ideas on the two sides of the scale, it may be necessary for the salesman to repeat parts of the weighing process in order to convince.

The Selling Process

But this necessity can usually be avoided if the salesman makes sure as he proceeds with his work of contrasting, that the prospect is following him both mentally and emotively. It is essential to keep the prospect from wandering off the main track at the close, just as it is important to hold him in line at other stages of the sale.

It is not strange that some salesmen are unable to recognize the psychological moment of decision; for they don't work to get to such a point of climax and then stop there. They do not bring the prospect to a *real Decision point* at all, or else they get him there but keep on going and take him *past Decision*, without giving him a chance to *express his Decision*.

When Done
Weighing
Prompt
Expression

The prospect decides just as soon as he is fully convinced that one side of the scales weighs much heavier than the other. The salesman, of course, wants him to decide in favor of buying. Therefore he avoids the prompting of any muscular action of *negation*, but from time to time tests the prospect to determine whether he has arrived yet at the point of *affirmation*. If the prospect does not manifest his readiness to decide, the salesman knows he is not yet convinced; therefore the salesman goes on weighing until he has put into the scales all the points *for* buying and has made them appear as weighty and attractive as possible, in contrast with the light-weight, undesirable points *against* buying. When this weighing process is

The Selling Process

completed, if it is necessary to go through with all of it, the skillful salesman prompts the action of the Signature or the "Yes" and confidently gives the prospect opportunity to pronounce his decision *one way or the other*.

Should the prospect show by his response that he has not gone through the weighing process thoroughly, the salesman should repeat as much as seems necessary and then wait again for the decision. If it is "No" and the salesman realizes that the decision is the result of real weighing of the contrasting ideas, which have been fully and well shown by the salesman, usually further effort to close that sale affirmatively would be useless.

Make your own psychological moments all through the closing stage, as many of them as you can, to advantage. Then you will know just when they are coming. Watch for the sign of readiness to say "Yes." If you perceive the indication of an affirmative decision *early* in your work as the weighmaster, prompt the action of placing the order right then and there. In other words, *quit weighing as soon as you have the prospect convinced*. Test him frequently with suggestions or suggestive questions, so that you can ascertain how far *he* has gone in the weighing process.

When to Stop
Weighing

Now that we understand what the psychological moment is and when it occurs, we need to consider next *what the salesman should do at the psychological moment of decision, to prompt the prospect to the*

The Selling Process

action of giving the order. We will assume that the prospect is so surcharged with desire for the goods, and so fully convinced of the greater weight of the ideas in favor of buying, that he is ready to take the necessary action of ordering.

The function of the salesman at this point is to facilitate the *action* of the prospect's *muscles* which are concerned in pronouncing the decision. If the order is to be given orally, the salesman works to prompt the *saying* of the affirmative.

Setting Off The Action

When any conscious movement of a muscle takes place, the brain center that controls the activity of that muscle discharges a movement impulse along the nerves that lead to the muscle. Then the muscle moves. This brief explanation indicates that when the decision point has been attained the salesman who wants his prospect to do the *act* of buying must *set off* the discharge impulse in some way.

Recall what has already been said about the testing of the prospect to determine whether or not he is ready to decide. We assume that the salesman has made this test and has had some response in words, tones, or movements that leads him to believe the prospect is surcharged with the decision impulse. All that is necessary now is to "touch off" the mind and so cause it to explode into action of the appropriate muscles. The salesman should handle the spark.

The Selling Process

Either of two sparks available to the salesman will do the work. The first way to cause the mental explosion is by *imitation of the desired action*. The second means is the *suggestion to the prospect of the action the salesman wants him to take*. The purpose of the salesman is accomplished when he starts the mind of the prospect to doing things that if continued normally will result in the mental explosion. If the salesman does or suggests something that tends to produce in the mind of the buyer who is following his acts or suggestions, the ideas that are the necessary preliminaries of an action impulse to buy, the fuse is lighted.

Two
Sparks

Suppose you were selling cash registers. You could prompt the mental explosion by putting a piece of money into the cash drawer of the machine you had demonstrated, then ring up the amount, and afterward invite the prospect to *imitate* you by putting a piece of money from his pocket through the registering process of the machine. If he were ready to buy, this first act of his in the use of a cash register would be likely to prompt his decision.

Imitation and
Suggestion
Of Action
Desired

The common practice of laying the order blank before the prospect at the end of the weighing stage, and tendering him a fountain pen, supplies us with a familiar example of the mental explosion touched off by a *suggestion of the action desired*.

The important thing at this stage of the sale is to induce the transition of mental activity into

The Selling Process

muscular activity. The weighing part of the brain, the brain cells which perform the process of decision, are not the cells which must be activated now. A *different* set of brain cells needs to be started to work, the *motor* part of the brain. When these cells begin functioning in imitation of the act or suggestion of the salesman, *they tend to keep on with the action commenced and to finish it.*

Prospect
Continues
Action
Started

So the prospect who is induced to ring up the first piece of his own money on the cash register is *started* on a course of action that he can keep up only if he keeps the register with which to ring up more of his money. Therefore he is impelled to make the purchase. Similarly the prospect whose mind has followed the suggestion of the salesman who put the order blank on the desk and tendered the fountain pen, is started on the process of signing. In order to sign his name to the order he would have had to reach for the blank and to pick up the pen himself. The salesman has done these things for him; so it is natural for the prospect to continue the action commenced in his mind which has been following the suggestions of action. The prospect is made to think of signing, whereas he would not have thought of such action if the salesman's action had not set off the impulse. It is natural for one to accept what is tendered. Hence the prospect takes the proffered pen. That is another step toward signing, and the rest of the process is facilitated once it is started by the suggestion.

The Selling Process

There is no stage of the selling process that offers the salesman a better test of his true art than the Signature step. Unskillful work here is apt to spoil the effect of everything that has been done previously. Explosives always are ticklish things to handle, and exploding a mental impulse to muscular action is no exception to the rule.

Above all the salesman should be careful not to convey to the prospect the idea that dynamite is being handled. Yet we all know that many salesmen tender their order blanks in such a timid manner that they show the prospect they are afraid of the close. Small wonder, then, that the prospect shies from the danger!

Don't
Suggest
Dynamite

Suggestive action by the salesman at the Signature stage is generally employed, especially in connection with the proffering of the order blank and the fountain pen. Also the practice of suggesting the oral "Yes" is common, as we all know. But the use of *imitative* action is not so frequent, and deserves more of our consideration for that reason.

The order blank may be used most effectively in the process of prompting imitative action by the prospect. Instead of having the blank all filled out and ready to sign before it is laid before the prospect, it is advisable to have some minor details unfinished—the date line needing to be filled in, for instance. The salesman lays the blank before the prospect, but himself writes the date on its line; *then* he tenders the pen to the prospect.

The Selling Process

This may seem like a very insignificant matter, but it is tremendously significant. The prospect thinks when the paper is put before him that *he* is to write. The motor center of his brain is activated, but he has not begun to write. Maybe he would hesitate about the actual writing. The *salesman*, however, now writes. He does what the *prospect* has expected to be called on to do.

Using
Practical
Psychology

The decision *to write* has been made by the *salesman* at the moment the prospect anticipated having to make it. So this stage is passed readily by the mind of the prospect who is following the *salesman's* acts. The only decision the prospect has to make is to *continue* the process of writing. That is comparatively easy, and the motor center of his brain explodes the impulse to sign his name; there isn't much of an explosion, but merely a mild puff.

The illustration takes us into the realms of psychology, where many phenomena useful to the *salesman* can be studied. *Psychology is simple*. Do not be scared away from it by the name. Your own mind is an excellent psychological laboratory. Study and analyze what goes on there. You will learn a lot of valuable things about the ways other men think, and regarding their impulses.

There is a third way that the explosion can be caused, by an indirect method. Sometimes it will seem inadvisable to use the imitative-action or the action-suggestion method with the idea of prompting the *direct* action you want the prospect to per-

The Selling Process

form. Perhaps you prefer not to risk the possibility of an unfavorable statement by the prospect, or an act of negation. But you believe he is ready to sign and you want to start him if you can do so safely. There is a law of human nature which you can employ here to advantage.

Continuity of action is more powerful in leading to new acts than any other process. This means simply that if you want the prospect to do a *certain* thing, the best way is to start him doing *something*. Get him into *action* of one sort, then it is easy for him to switch to *another action*—the one you want him to perform, signing his name.

Continuity
Of Action

It is rather difficult to impel a prospect to *commence* moving his hand in the process of writing, if you start *abruptly* for that object. But if you induce him to move his hand doing *something else* which he will not associate with *writing*, you have started the action of his fingers. The motor center of his brain is activated. For example, suppose that your contract form has two pages. Request the prospect to turn the page and to note a certain clause; then, *when his hand is in motion*, you dispose of the clause and tender the pen before his fingers return to inaction. Your suggestion of his action of signing reaches him while his fingers are activated. Hence muscular inertia does not need to be overcome.

Again, before we close our present consideration of our double subject let us recall to mind that

The Selling Process

the processes of Decision and Signature involve the doing of things that have not been performed previously in the sale. *You cannot close orders by going on doing the same things you have done in the course of your presentation and when working to convince the prospect.* You must employ the *contrast* of images to secure the Decision. In order to Obtain the Signature it is necessary that you call into play a *different* part of the mind than was employed in deciding.

Be at Your
Strongest
When
Closing

Finally, remember the absolute necessity for feeling confidence in yourself and in your methods if you would engender in the prospect the needed degree of confidence in you. Banish from your heart the fears of the closing stage that may have handicapped you previously. We have analyzed the steps of Decision and Signature and have assured ourselves that there is nothing dangerous about either.

At the closing stage the salesman benefits by the cumulation of his earlier good work. *He is at his strongest then and has the least to fear.* The skillful salesman asks no more than a *completed opportunity to succeed.* If you reach the closing stage successfully, and then employ the right processes, it is nearly impossible to fail in Securing Decision and Obtaining Signature.

CHAPTER XII

THE GET-AWAY AND LEAD TO FUTURE ORDERS

The Second of the "Closing Steps" of the Selling Process

IF we were studying sale-man-ship, there would be no need for this chapter. But we want to be sales-men, not just *one-sale* men; so to us the *real climax* of each separate sale is the Lead to Future Orders which it gives. And we get that lead in our Get-Away. Hence the step of the selling process which we are now considering is *by far the most important in all salesmanship*. In our previous chapters we have studied the art of getting *an order* from a prospect. Now we are to learn how his *business* should be secured.

Most
Important
Step in
Selling

You are familiar with the common practices of retail clerks. So you doubtless have noticed how these sales-people lose interest in the person waited on as soon as the purchase is completed, or even more noticeably when the prospect finally refuses to buy. The ordinary clerk greets you with an expression of interest when you approach his counter, but after you make the purchase, you often are handed your change and your package in such a

The Selling Process

final manner that you feel completely cut off from that sales-person's interest and the rest of the merchandise in the store. If you *don't* buy, you are shown very plainly that you henceforth are nothing in his or her young life.

Bad Last Impression

When you, as a buyer, are treated with that kind of a Get-Away you take out of the store a disagreeable *last impression*, don't you? Then you can realize just what effect it has on one of *your* prospects if *you* make a one-sale Get-Away in which you leave behind you no Lead to Future Orders. A sale so ended is not properly closed. And if the sale wasn't made, you have closed not only your unsuccessful effort to get an order, but the door of opportunity to make a come-back.

Generally a salesman takes great pains to give a good *first* impression to a prospect. He dresses carefully, plans to bear himself in a manner that will win respect, and endeavors to express in his words, tones and acts the qualities of a gentleman. But very often *after the prospect's decision has been given*, the salesman relaxes from what evidently was a pose. If he gets an order, he lapses into a sort of free-and-easy bearing toward the prospect which seems insincere friendliness because of its contrast with the salesman's earlier manner. If he is turned down, he shows that he doesn't care any longer about the impression he makes on the person who has refused to buy.

The Selling Process

It is important, of course, to make a good first impression on a prospect. But that good impression should *last* throughout the sale and be especially emphasized in the salesman's Get-Away so that the other man will have a *very good last impression* to remember. If that effect is produced by the Get-Away, a welcome another time is assured in advance. The Lead to Future Orders has been prepared for use.

Perfect
Sale Has
No End

The perfect sale has no end; for the close of one selling process should be the opening of the next sale to that prospect or to some one else who may be influenced by him to become a buyer of the salesman's goods. The salesmanship we have been considering before was *narrowed to a single object*, the order the salesman was after. At the Get-Away stage good salesmanship *broadens* in definite purpose, to secure the Lead to Future Orders

In other words, the good salesman *never stops selling*. So in his Get-Away after a certain sale has been closed with either an order or a turn down, *he works to make the good first impression for the next time*. If you look in that light at the last impression you make in your Get-Away, you will be as painstaking in the art of *leaving* the other man as you are careful when you first *meet* him.

It is human nature to judge by extremes. If the final chapters of a book or the last act of a play make a poor impression, the taste left in your mental mouth is not agreeable. Life itself is

The Selling Process

judged in a similar way. No matter how good may be your first impressions of a man, if you receive an unfavorable last impression of him, you recall him unpleasantly whenever you think of him.

Make
Good Last
Impression

We all realize these things are true, *but a great many salesmen pay no attention to last impressions and so neglect golden opportunities for future selling.* Think of the progress a completed sale represents, whether an order is received or not. The salesman has succeeded in getting inside the heart and the mind of the other man. He should *stay* there; so that he will not have to force or request admission when he comes again, but will find the door open. *It is very poor salesmanship if the salesman has to start each subsequent selling process from the beginning and go through it all with a prospect.* The Get-Away should preserve all the salesman's gains in order that he may commence again well along the road to his next goal instead of back where he first started.

The principal desired result of the selling process is the *confidence* of the prospect. Few men give their complete confidence quickly. Therefore the salesman can win but the partial confidence of his prospect in their initial interview. He can only establish a cordial acquaintance and the foundations of friendship in the prospect's friendly feeling toward him. In later meetings

The Selling Process

he should keep on building the structure of confidence.

It should not be necessary for him to lay a new foundation every time he calls on the prospect. If he makes the right Get-Away at the close of each selling effort, he will find none of his building torn down when he returns to it. Perhaps he will need to clear away some sand and rubbish of forgetfulness from the prospect's impression of him. But when that has been done, the salesman can proceed with the construction of friendship, from the place where he left off.

Building
Friendships
Of Equality

Real friendship involves the idea of *man-equality*. Hence in order to build friendly confidence within the other man permanently, the salesman needs to make a last impression of his man-equality at the time of his Get-Away. A great many salesmen have failed to realize the importance of this. They make the Get-Away that indicates a feeling of inferiority or a feeling of superiority to the prospect. Either way, they fail to establish the beginning of a new, real *friendship*.

Let us suppose the cases of four Get-Aways in as many different circumstances, and briefly analyze the effects that would be produced in each instance.

First, the Get-Away of a salesman who shows an attitude of *superiority* to the prospect who has *turned him down*. Leave a clothing store where you have been looking at various suits or over-

The Selling Process

coats, but have not bought, and the attitude of the clerk who has failed to sell you is quite apt to illustrate this type of wrong Get-Away from a prospect. The clerk very likely affects to look down on you from the heights of his assumed superiority. He makes a last impression of scorn or of mere tolerance. You have no feeling of friendliness for him; though while he was hoping to sell you he may have impressed you well. The last impression made was bad.

Superiority or
Inferiority
After a
Turn Down

If, after the close of the selling effort, that salesman had made the Get-Away of *man-equality* with you, how different would have been the effect! You would have left him with the feeling of respect one always entertains for the good loser. You would have kept a last impression of liking for that salesman, whether you liked anything about his goods or not.

Second, consider the Get-Away in a case where the salesman shows by his attitude at the Get-Away point after an *unsuccessful* attempt to sell, that he feels himself the *inferior* of the other man. The clothing salesman, for instance, shows that he has been beaten and realizes the prospect has proved himself the better man. You are familiar with the type of clerk that illustrates this sort of wrong Get-Away. Clearly in such a case no foundation of liking for the salesman was laid. The essential impression of *man-equality* was not made in the Get-Away of the unsuccessful clerk.

The Selling Process

Third, there is the case of the salesman who indicates an attitude of *superiority* after *succeeding* in selling the goods. He rather patronizes the buyer, as if a great favor had been bestowed on him. The impression he makes on the prospect mars the satisfaction the purchase has given to the customer. No one likes to have some one else *look down* to him, however amiable may be the look. The last impression made by such a salesman at the Get-Away stage does not tend to establish the beginning of a *friendly* relation between the two men; because there is no reciprocal recognition of their man-equality. Any form of condescension is disagreeable to its recipient.

Superiority
When
Successful

The salesman lost at the Get-Away point a fine opportunity to make the last impression of *true friendliness* by showing simply an attitude of equality with his customer. Instead of saying, "I'll be glad to wait on you again when you need another suit," the clerk in the clothing store would better say, "The next time you need a suit or overcoat come in and I'll do my best to satisfy you again." The distinction between the two forms of the Get-Away is subtle, but the one expression suggests the attitude of superiority and the other the attitude of equality. The second Get-Away creates the impression of true friendliness.

Fourth, take the case of the successful salesman who indicates his feeling of *inferiority* to the man who has given him an order. The fellow who

The Selling Process

palavers over a buyer at the Get-Away stage illustrates this type of poor salesmanship.

Flattery
After
Success

Flattery, if administered artistically and in small doses, may help the salesman *before the close* of the sale, but it never should be employed in the Get-Away. If it is used then it does not engender true friendliness in the buyer. It leaves a last impression of the buyer's superiority to the salesman if the salesman does not act the buyer's *full equal* when they part after the order has been given.

Friendly
Get-Away
Of Equality

In your selling take pains always to make the *friendly* Get-Away, whether you have succeeded in getting an order or have been turned down. And remember that *the friendly Get-Away cannot be made except on the 50-50 manhood basis*. That ratio of man-equality is impossible of attainment by any *artificial* process of balancing. You must have *a real consciousness of your equality*, no more and no less, with every man you meet. Then you will be under no necessity to make fine adjustments of your attitude at the Get-Away. You will simply act natural and make the last impression that you are just the man-equal of the prospect. Recognizing this attitude of equality, he will reciprocate in greater or less measure according to his characteristics. He will at least feel some degree of liking for you. The next time you call on him the door to his friendship with you will be ajar even if not actually open. Your admission to his presence and to his confidence when you go to see

The Selling Process

him again will be greatly facilitated by your good Get-Away. He will recall his last favorable impression of you, and recommence your relations with liking for you.

But perhaps you have been thinking that it is not possible to make the *friendly* Get-Away always. There occurs to you the case of the man who insults the salesman and the case of the fellow who will not even give the salesman a hearing. How, you ask, can a friendly Get-Away be made in these circumstances?

When the
Salesman
Is Insulted

The answer to that perplexity was given nearly nineteen hundred years ago by the Master salesman in His sermon on the mount. Jesus stated the fundamental principle of the right attitude of the salesman toward every other man. He enjoined, "Bless them that curse you, do good to them that hate you, and pray for them which despitefully use you, and persecute you." That makes a pretty comprehensive list of the "bad actors" you encounter among prospects, doesn't it?

The salesman, recollect, goes to the prospect on a mission of true service. It is necessary that he *like men*, for otherwise he cannot serve any man perfectly. Whatever happens in the course of his interview with a prospect, the salesman must continue to like men and he must remember that he is dealing with the *manhood* of the other fellow, not with merely the surface indications of *unmanliness*.

The Selling Process

Make
Get-Away
From the
Inside Man

Make your Get-Away from the *man inside* the other fellow, not from the man *outside*. There may be a rare instance when you cannot reach the inner man except by knocking down the outer semblance of a man. If, to suppose an extreme example, you are obliged to give a prospect a good licking at the Get-Away, use your fists with a feeling of friendliness for the man *inside*, if you have to beat the *outside* man to a pulp. There have been cases where man-equality between salesman and prospect could not be established without a fight. Resort to such extreme measures is not recommended, but some real friendships have been founded that way.

Learn
From Each
Experience

Probably you never will encounter a prospect on whom you will need to use your fists in making a proper Get-Away which will leave a good impression of your manhood and friendly attitude. But you will meet insulting prospects occasionally and must make your Get-Away from them. Do not be so inferior in manhood that an experience of this sort will disturb your equanimity. *Regard the insulting prospect as an interesting specimen of distorted human nature.* Analyze his conduct after you leave, and learn from his treatment of you something that will prepare you for handling the next experience you have of similar discourtesy.

In the old days of dueling no insult was recognized with a challenge unless the offender was the

The Selling Process

equal in social station of the other man. So now the salesman can "consider the source" without any lessening of his own manhood. Usually the prospect who insults a salesman shows his inferiority in manly quality when he does so. The salesman need not let the attempted affront strike in. He can deflect it with a smile, as polished steel turns aside an arrow.

A smile is wonderfully effective in making the right Get-Away. If it is a real-man smile of friendliness, it shows the other fellow that the salesman understands the real man inside the prospect. The after effect cannot be anything but good. Try smiling at the discourteous and the insulting prospect when you make your Get-Away, and *feel friendly* in that smile. You will leave a good last impression on that prospect. Ten to one he will treat you with liking the next time you call on him.

Sometimes insults and discourtesy are *characteristic* of that particular prospect. But usually they indicate only a *mood* in which the prospect happens to be when the salesman encounters him. Therefore the salesman who is obliged to make his Get-Away from such treatment should suggest by his conduct, but not say in words, "I understand you're upset. I know how you feel, for I've been there myself. So I'll come again when you are over your grouch."

There is a right Get-Away which may be made,

The Selling Process

too, when the prospect refuses to give the salesman a hearing, even in the case of the prospect's denial of an audience, as when he sends out word that he won't see the salesman.

When You Are Snubbed

Remember that the prospect is only one of the man factors involved. *You* are the other. Maintain your attitude and feeling of man-equality and man-friendliness when so snubbed; because otherwise your efficiency in calling on other men will be impaired. Leave the office where you have been "turned down cold" without a chance to present your proposition, *with full self-respect and self-confidence*. Show any subordinate you have met that *you* are not ruffled or disconcerted by his employer's treatment of you, and the clerk will get the last impression that *you* are a man of importance, because his boss has been unable to humiliate you. The clerk will be likely to receive you with respect and friendliness the next time you call, if you took the previous rebuff with a good-natured, friendly smile as if such things as turn-downs were "all in a lifetime." We know that often the subordinate can help the salesman get a hearing; so the good last impression on a clerk or the secretary of a buyer is important.

Thus far in this chapter we have considered for the most part the Get-Away after the turn-down. Now let us give our attention to Get-Aways in cases where the order has been secured from the prospect. *There is no fundamental difference in*

The Selling Process

the process of the Get-Away, whether the sales effort has been successful or a failure in the immediate sense.

The essence of the right Get-Away in any circumstances is the *making of man-to-man contact* with the buyer's *emotive* side. You want to engender his friendliness toward you, and friendliness is a *feeling*, not a manifestation of the *mind*. When you shake hands with the man who has bought your goods, you want to reach his heart, instead of his head, in your Get-Away.

Make
Contact
With
Feeling

Decision, as we have seen in our previous study, is a *mental* process. The action of placing the order after a decision is a process of *muscle motorization* in which the emotive side of the buyer does not participate. You do not wish to take your leave from the other man's *mind* only, but that is the side of himself *he* is using when he makes the purchase. *He* has no especial reasons to change over to his emotive side when he finishes buying. Probably *he* will regard the sale as complete then and be ready to drop it just as it stands. But that will not suit *your* purpose, for you want to leave behind you *more than a mental impression*. Hence in your Get-Away you employ words, or tones, or some act of an *emotive* nature to bring you and the prospect together on the *man-to-man basis of equality and friendliness*.

Probably most salesmen regard the sale as complete when the order has been given. The ma-

The Selling Process

jority of sales managers, when instructing a salesman regarding the close, direct him to take his leave very promptly after securing the order, especially if the buyer is a busy man. This is good counsel, generally speaking; but it is apt to give the salesman an erroneous idea that he should "clear out in a hurry." As a result a good many salesmen make Get-Aways as if they expected to be thrown out or feared lest the buyer might cancel his order if they lingered a moment longer than absolutely necessary.

Take Time
To Make
Right
Get-Away

Some time should always be given consciously and with definite purpose, to making the right Get-Away. By this we do not mean that the salesman should loiter when he has the order in his pocket. He should not *waste* a second. But on the other hand *he should use all the time he can use to advantage*, in his Get-Away. It is even poorer salesmanship to waste a fine *opportunity to start the next sale* than it is to waste valuable time at the closing stage.

Understand just what is meant by this injunction. Do *not* try to go far with the next sale when making your Get-Away. All you should do is see to it that the emotive door and the mental door of the buyer are open wide enough to enable him to get a good last impression of your dual self; so that he will recall you next time with respect and liking. It would be a mistake, of course, after a buyer has gone through one purchasing process,

The Selling Process

to stir him up again with an effort to close *another sale immediately*. If he should have bought more from you at the time, you should have added the items to the first sale—as when a clerk in a store proposes several articles for purchase after one thing has been bought by a customer.

In the majority of cases it will be advisable to make the Get-Away promptly after the order is secured, for the prospect will wish to engage in doing something else after he has bought. Therefore take your leave without wasting either his time or yours, *but be sure first that you have re-established the man-with-man relation* by saying or doing something to stir his feelings to friendliness for you. Here the smile is very valuable. It almost certainly will cause the prospect to show an emotive response in his smile or in his tone or expression. The final handshake, too, is useful; though care needs to be taken that it does not seem either perfunctory or effusive.

Be careful, also, how you show your thanks for an order. This is a ticklish stage in the selling process. If you do not evidence real appreciation for the order, you make a bad last impression. If you show too much appreciation, you make a bad last impression that way, too. The correct middle course is determined by the *real-service purpose* of the salesman. If you have come to the buyer on a mission of unselfish-selfishness, wherein your purpose is to give and receive a square deal on a

Don't Waste
Time, but
Part as
Friends

Saying
Thanks

The Selling Process

50-50 basis, you need express only the thanks you feel and the impression will be just right when you make your Get-Away.

There are buyers who have leisure, and who like to be entertained a bit after they place their orders. A man of this sort would be disagreeably impressed by the salesman who takes leave in a hurry. But he will retain a bad last impression, too, if the salesman seems inclined to loiter in business hours. Stay with such a man for a few minutes, but not without causing him to appreciate that your time is of value to you. If he wants to visit with you at length regarding matters not directly related to your business with him, it will be wise to make an appointment for the evening. Thus you show your entire reciprocity of his desire for further relations, but you also suggest that you are the sort of man who attends to his business duties before indulging in pleasures.

Show No
Signs of
Victory

Repeatedly in these chapters you have been reminded that the selling process must not seem to be a battle between the prospect and the salesman. Again we recur to that point, now that we are considering the Get-Away. *Be careful to show no signs of the victor when you make your Get-Away with an order, lest you give the buyer a bad last impression that he has been defeated.* He won't like you if he feels that way, and will not welcome your return, for next time he will be wary of another defeat at your hands. It is very likely that

The Selling Process

the *buyer* will regard his experience as akin to a battle with you. Take pains, therefore, to *cause him to feel he has won out*. Let him see that you congratulate him for his courage, intelligence, and vision.

You want the last impression of you to be *distinct* in the recollection of the other man, not just a blur which he may confuse with his impression of some other salesman. You previously have sought to make the prospect perceive that *you* are a *particular* salesman with a *particular* proposition, and not merely one of the procession he encounters. Therefore it is very important that you make your last impression on him in your Get-Away so that you will leave with him a *different and agreeable* memory of *you*, no matter how many other salesmen he may meet before you see him again.

Leave a
"Different"
Agreeable
Memory

Sometimes a salesman can do or say some ingenious thing to fix the impression of his personality. But the "tricks of the trade" seldom are worth learning. Rather you should master the *principle* of the process of making the "different" Get-Away. At the present stage of the art of selling you will be different from the large majority of salesmen if you just act as the buyer's man-equal when you leave him. *There is no other way in which you so surely can individualize your impression on him*. It is a safe bet that not one salesman in a hundred of those he meets makes him feel that they two are on a level in manhood. Some will toady to him.

The Selling Process

Others will indicate their feeling that they are above him, however much they try to be friendly. You part with him on the level and he will recall you as a salesman of a rare species.

When you make the Get-Away of man-equality and kindness, you make the other man feel that *you* understand *him*. This feeling in itself causes him to regard you with friendly eyes, for nearly every individual in the world thinks the trouble he has with other people is due to their not understanding him. *Show the prospect that you and he are one in your fundamental natures, that you can and do sympathize with him; you have started to make a friend of him because he feels the need of just such a friend as you give promise of being.*

Soothing
Method When
The Get-In
Is Blocked

We are considering now the Get-Away, and it may seem strange to refer at this stage to the Get-In. But in some cases the effort to get in is balked and the salesman is under the necessity of making his Get-Away soon afterward. The salesman is not to blame for the condition in which he finds the prospect who refuses to give him an audience or a hearing, or who repels him with discourtesy and insults at any stage of the selling process. *But he is decidedly to blame if he leaves the prospect in that condition.* It is the salesman's function in such a case to soothe the other man with the cooling, calming touch of his high quality of manhood, his honor, his dignity and his heart-felt kindness.

The Selling Process

As in the earlier steps of the sale, tones and acts are far more effective in making the right Get-Away than are words. The emotive tone, the sincere friendliness that shines from the salesman's eyes, speak volumes in a moment. Employ the most expressive means for conveying your ideas of man-equality and kindness to the other fellow—don't try to put all your feelings into the *words* you say when making your Get-Away.

We have been considering the *processes* of the Get-Away. It is necessary that we do not forget the *result* desired to follow the Get-Away, which is the right Lead to Future Orders.

Result
Desired
To Follow
Get-Away

Once that lead is prepared by the right Get-Away, the salesman should follow it up with the purpose of keeping fresh the good impression he has made. There are many little things a salesman can do to remind the buyer agreeably that he is a particular salesman with a particular proposition; though the salesman may not call on the buyer again for some time. After-sale service to the other fellow is especially important in the case of the professional buyer, whose business is large enough to warrant the salesman in continuing his selling work between his actual calls.

It pays to send a buyer tips of interest to him, even to mail him bits of news that he may like to know about, whether the news relates to his business or not. Of course the *business* service of the salesman after he leaves the buyer makes the most

The Selling Process

effective impression, as when the salesman communicates to the buyer some fact or idea that he is likely to find useful in his business. The renewal of the man-to-man contact strengthens the friendly feelings on both sides.

Business Friendship Services

It will be well to say a word or two just here regarding the value of friendship to the salesman. Its worth cannot be overestimated—provided it is a *business* friendship. When a salesman counts on getting orders on the basis of a *personal* friendship he places himself under obligation to the buyer. In effect he is a sort of dependent of his personal friend. Man-equality is missing in such a relation. But if the salesman renders business services to the buyer right along, and thereby makes the buyer his *business* friend, the obligation runs from the buyer to the salesman. That is as it should be. The salesman can count reliably on friendships of this sort, but the business secured on the basis of personal friendship is uncertain. *Earn* favors rather than accept them as *gifts*; and you'll get far more of them.

Emerson wrote some excellent, practical advice about friendship. He declared:

“There is no precise formula for making friends, but there are two proverbs that come very near to summing up the whole matter. The first is, ‘If you would have friends, be one.’ And the second, ‘Don’t wait for the time to come when you need

The Selling Process

friends, to make them. Make them now, and let them use you first.'"

Now let us sum up the whole matter of making the right Get-Away which furnishes the right Lead to Future Orders. Four words are sufficient: *Be a true gentleman*. Leave behind you that impression and the door will open to you easily next time. When you act the gentleman in your Get-Away, you compliment the other fellow with the suggestion that real gentlemanliness is a quality which he appreciates at its true value. Consequently he feels the inner impulse to take leave of you with his best self.

Be a True
Gentleman

We have come now to the closing stage of our present course of study. The test of each reader's purpose in his study is being made. Are you a one-sale man or do you intend to be a salesman student of the art of selling? If you are a salesman, your purpose is to complete the present course as a Lead to Future Orders for knowledge of salesmanship. You won't quit selling yourself the correct ideas of the art you have chosen for your vocation, when you finish reading this book. You will remember that salesmanship should be an *endless process*, and you will keep on selling yourself knowledge every day you live.

The profit of such a course of study lies very largely in the stimulation of a determination to gain more and more knowledge. The more a man learns, the greater is his eagerness for learning.

The Selling Process

Keep on
Studying
Salesmanship

Only the ignoramus is contented with his state.

While you have been reading this book, enough questions must have occurred to you which have *not* been answered to keep you digging for knowledge on your own hook. That is how to perfect yourself in salesmanship. In the last analysis, it is a job you must do principally yourself.

You doubtless perceive that you are "getting somewhere" now; though you realize that you are a long way from your goal. You have a healthy discontent with what you know about selling. You realize a lack and are determined to fill it with increasing knowledge.

The danger is that you will not be patient and persistent. There evidently is so much to learn, and the value of knowledge is so evident, you are apt to be in too much of a hurry to master the principles of right selling. It is hard to be thorough sometimes, but it always pays better in the long run.

The study of this book should be just an appetizer. Perhaps we have tried to cover too much in a dozen chapters. More detailed explanations may be necessary to bring out for you the meaning of essential principles and to show their application in practice. Therefore I have written a companion book, "Certain Success," in case you desire to make a further analysis of the selling process. This later book contains hundreds of sales illustrations.

The Selling Process

You should work out a plan by which your further study will be facilitated. You should feel that it is both your duty and your privilege to participate in any well done work for the growth of salesmanship. Neighborhood Clubs for the study of salesmanship offer tremendous opportunities to earnest members.

One of the finest features about the study of our art is the fact that every bit of knowledge and skill added to a salesman's equipment begins to pay him real money at once. So if you lie back now and take it easy, don't forget that you will be paying dearly for loafing on the big job of making yourself a master salesman. If your reading of each chapter in the present book has resulted in your learning just one new idea about each step of efficient selling, your time has been spent most profitably.

Making
Money with
What You
Learn

Then let us make our Get-Away from the close of our present sale to follow the Lead to Future accomplishments. Regard this as a beginning place rather than as the end of study. We are engaged in a great mission of human service when we increase our knowledge of selling. There will be more and more need for good salesmanship now that new selling problems resulting from the war must be solved.

The ideas of war must be done away with throughout the world. The salesmen of the future who *fight* for business will fail. Fighting is the

The Selling Process

wrong method. The methods of *true service* alone are right. For many years there will be a dearth of friendliness in the world, but if the true-to-God salesman goes up and down the earth making friends, he will dissipate enmities as no other human agency can do.

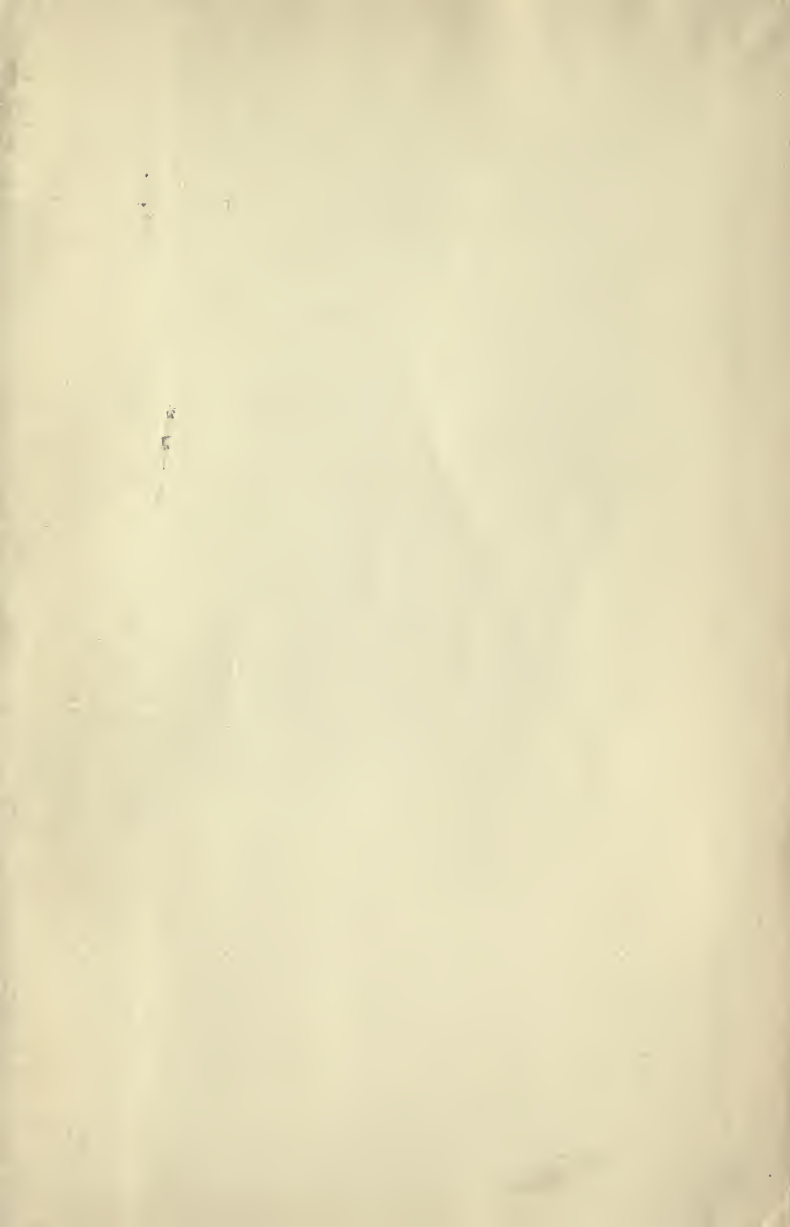
The Salesman Missionary

The salesman is the most important "human contact" factor in society. His life actually touches more lives of his fellows than the life of any man engaged in any other vocation. So we are making our Get-Away for the world field as missionaries, to spread the principles of friendly salesmanship.

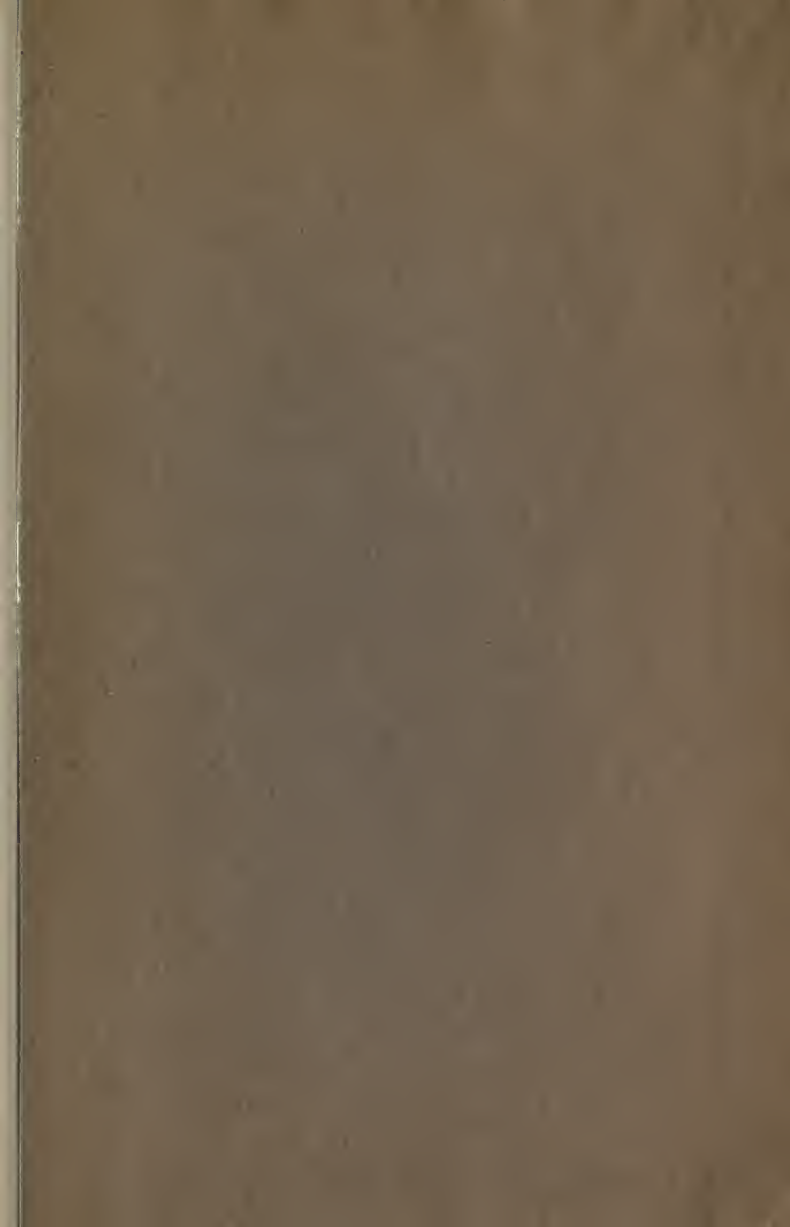
We cannot know what the Future holds for us unless we make our own Futures right now. *The tool is knowledge.* No man can use the knowledge of another. *He first must make it his own.*

Therefore study salesmanship for your own sake and for the sake of the world. Study it in books, in magazines; and study it in your own experience and the experience of other men. Do not neglect the Bible; for all the basic principles are stated in its pages. *Most of all study your own heart and mind and soul.* Fit yourself as a sales-Man to make the right use of the knowledge you acquire.

Be true to your own best possibilities, be true to the highest expectations of your fellow man, be true to God. In short, be a MASTER SALES-MAN from your Preparation to your Get-Away.



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